



中国南方航空
CHINA SOUTHERN

2025

Sustainability (ESG) Report

China Southern Airlines Co., Ltd.



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About This Report

This is the 19th Sustainability Report released by China Southern Airlines Co., Ltd., systematically disclosing the Company's practices and achievements in the economic, environmental, social, and corporate governance areas. We hope you can get a better insight of China Southern Airlines through this report and grow together with us hand in hand.

Reliability assurance

The Board of Directors and all directors of the Company hereby confirm that there are no false records, misleading statements, or material omissions in the contents of this report, and assume full responsibility for the authenticity, accuracy, and completeness of such contents.

Reporting period

The reporting period is from January 1 to December 31, 2025. To ensure the completeness of the report, certain contents extend beyond the aforesaid period.

Reporting scope

The disclosure scope of the data indicators in this report is mainly China Southern Airlines Co., Ltd., with individual indicators covering China Southern Air Holding Company Limited. The specific scope of data disclosure is clearly specified in the report.

Data statement

The financial data in this report is derived from the audited annual report of China Southern Airlines, and other data comes from the public data of government departments, official documents of the Company, and relevant statistics. The financial data in this report is calculated in RMB unless otherwise specified. For more economic data, please refer to the Company's 2025 Annual Report.

Appellation description

For the convenience of expression, "China Southern Airlines Co., Ltd." may also be referred to as "China Southern Airlines", "the Company" or "we"; "China Southern Air Holding Company Limited" may also be referred to as "China Southern Group" or "the Group"; regional branches are expressed in the form of "Region Name + Branch"; "China Southern Air Logistics Company Limited" may also be referred to as "the Logistics Company"; "China Southern Airlines General Aviation Company Limited" may also be referred to as "the General Aviation Company"; "Zhuhai Xiangyi Aviation Technology Co., Ltd." may also be referred to as "Xiangyi Company"; "Guangzhou Aircraft Maintenance Engineering Company Limited" may also be referred to as "GAMECO"; "Southern Airlines Digital Technology (Guangdong) Company Limited" may also be referred to as "the China Southern DIT"; "China Southern Air Holding Media Co., Ltd." may also be referred to as "the China Southern Media"; "Guizhou Airlines Co., Ltd." may also be referred to as "the Guizhou Airlines"; "Chongqing Airlines Co., Ltd." may also be referred to as "the Chongqing Airlines"; and "Civil Aviation Administration of China" may also be referred to as "CAAC".

Compilation basis

- The *Guidelines to the State-Owned Enterprises Directly under the Central Government on Fulfilling Social Responsibilities by High Standards in the New Era* and the *Reference Indicator System for ESG Special Reports of Listed Companies Controlled by the State-Owned Enterprises Directly under the Central Government*, issued by the State-owned Assets Supervision and Administration Commission of the State Council (SASAC)
- The *Corporate Sustainability Disclosure Standards—Basic Standards (Trial)* and the *Corporate Sustainability Disclosure Standards: Part 1—Climate (Trial)*, issued by the Ministry of Finance of the People's Republic of China (MOF)
- The *Environmental, Social and Governance Reporting Guide*, issued by Hong Kong Exchanges and Clearing Limited (HKEX)
- The *Guidelines No. 14 of Shanghai Stock Exchange for Self-Regulation of Listed Companies—Sustainability Report (Trial)* and the *Self-Regulatory Guide No. 4 for Listed Companies on the SSE—Compilation of Sustainability Reports*, issued by Shanghai Stock Exchange (SSE)
- *GRI Standards* (2021 Edition), issued by Global Reporting Initiative (GRI)
- *IFRS Sustainability Disclosure Standards*, issued by the International Sustainability Standards Board (ISSB)
- *GB/T 36001-2015 Guidance on Social Responsibility Reporting*
- The *Guidelines for the Sustainable Development of Listed Companies in China*, issued by the China Association for Public Companies (CAPCO)

Report acquisition

This report is published in both Chinese and English versions, available in both printed and electronic formats. You may browse or download this report online by visiting the official website of China Southern Airlines.

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Letter from the Chairman



In 2025, amid a complex and volatile external landscape, we were determined to fulfill our corporate mission of "Enabling More People to Enjoy Better Flights" through diligent efforts and forge a new chapter of high-quality development with a strong sense of responsibility. We continuously improved safety management, deepened reform and innovation, enhanced corporate governance, supported rural revitalization and green development, and strived to achieve a harmonious balance of economic and social benefits. We successfully completed the goals of the 14th Five-Year Plan period and took solid strides on the new journey of building a world-class air transport enterprise.

We remain steadfast in prioritizing safety to ensure every pleasant air journey. With safety as our enduring cornerstone, we have embedded our seven core safety systems into the entire operation management process. Over the year, we operated transport flights of 3.309 million hours and carried 174 million passengers. Our safety performance has continued to improve, cementing our position as the best safety record holder in China's civil aviation industry.

We stay committed to a customer-oriented approach to deliver exceptional service. Guided by our "Affinity and Refinement" philosophy, we are committed to providing people-centered, digitalized, refined, personalized, and convenient services. Our annual flight punctuality rate reached 91.01%. We have received the CAPSE Best Airline Award for 8 consecutive years, topped the airline service category of the China Brand Power Index for 15 years in a row, and listed among the Top 10 World's Most Valuable Airlines by Brand Finance for 3 consecutive years.

We adhere to the hub strategy to boost global connectivity. As an active supporter of the Belt and Road Initiative (BRI), we have launched a total of 153 routes along the Belt and Road, covering 36 countries and 55 destinations, which has solidified our position as the largest airline serving the BRI. We have connected Guangzhou with 86 international and regional destinations, reinforcing its role as the Chinese Mainland's primary gateway to Oceania and Southeast Asia. Meanwhile, the number of 4-hour connection opportunities at the Beijing hub has registered a year-on-year increase of 13.3%.

We leverage innovation to fuel development and unlock vitality and momentum. We have independently developed the Horus aircraft health diagnosis system and the Tian Ji operation control system. The project "Key Technologies and Application Demonstration of Domestic Operation Control Systems for Large Airlines" has been approved as a national key R&D program by the Ministry of Science and Technology of the People's Republic of China. We have also set up a key laboratory of artificial intelligence, launched the "AI+" special action, and built an enterprise-level large model platform.

We uphold the green and low-carbon development philosophy to safeguard our shared homeland. We have actively fulfilled our commitments to Carbon Peaking and Carbon Neutrality goals. We made our debut in the ESGCode, and secured a high-tier evaluation with a 5th-place global ranking. We were selected as the Annual Environmentally Friendly Airline and the Annual Brand for Sustainable Contribution by CAAC Inflight Magazine. As the aviation service partner of the 15th National Games of the People's Republic of China, we donated 10,000 tons of carbon allowances to help the event achieve carbon neutrality. Our comprehensive energy consumption and carbon dioxide emissions per 10,000 RMB of revenue decreased by 19.36% and 19.61% respectively, compared with 2020. Meanwhile, our fuel consumption per ton kilometer dropped to 2.455 ton/10,000 ton kilometers, hitting an all-time low.

We are dedicated to shared progress to enhance people's well-being. Focusing on the theme of the "Year of Standardizing Assistance Work" and the goals and tasks of the "Five Revitalization Initiatives", we implemented the *Three-Year Plan for Deepening Rural Revitalization Assistance Work of China Southern Air Holding Company Limited (2025-2027)*. Over the year, we channeled a total of 153 million RMB in assistance funds. For 7 consecutive years, our Group has been awarded the highest rating of "Excellent" in the performance assessment of paired-up assistance by central government entities.

The year 2026 marks the commencement of the 15th Five-Year Plan period. Our whole company will unite as one, forge ahead with pioneering spirit, strive to promote high-quality development, speed up efforts to build a world-class enterprise, and make new and greater contributions to building a great nation and advancing national rejuvenation on all fronts through a Chinese path to modernization.

Chairman
China Southern Airlines Company Limited



ESG Honors and Awards



Grade A in the assessment of the Party building responsibility system for state-owned enterprises directly under the central government for eight consecutive years

State-owned Assets Supervision and Administration Commission of the State Council (SASAC)

Grade A Enterprise in the 2025 Benchmarking Assessment for Procurement and Supply Chain Management of State-Owned Enterprises Directly under the Central Government

State-owned Assets Supervision and Administration Commission of the State Council (SASAC)

The "China Best Customer Contact Center Award" at the 23rd Best Practices Selection for Information Technology Services & Intelligent Customer Service

Customer Contact Center Standard (CCCS) Committee, National Standard Compilation Group for Information Technology Service & Intelligent Customer Service

The National First Prize in the 2025 Digital China Innovation Competition (ITAI Innovation Track)

Organizing Committee of the Digital China Innovation Competition · ITAI Innovation Track

The 7th World's Most Valuable Airline Brands from Brand Finance in 2025

Brand Finance

Grade AA in the 2025 Wind ESG Rating

Wind Information Co., Ltd.

The Third Prize in the Final of the GSMA-China Unicom OpenGateway Global Application Scenario Design and Development Competition

Mobile World Congress (MWC) 2025

The IDC Future Enterprise Awards: Excellent Award for AI-Ready Digital Infrastructure Leader

International Data Corporation (IDC)

High-level evaluation in ESGAcode (ranked 5th globally)

International Aviation Innovation Organization (IAIO-NARDO)

China Spectrum Award of TopBrand 2025

TopBrand Union (Beijing) Consulting Company

The Second Prize in the 7th National Equipment Management and Technological Innovation Achievements Evaluation

China Association of Plant Engineering (CAPE)

Top 100 Advanced Units in Corporate Education in China (the 21st Session)

China Enterprise Evaluation Association (CEEA)

Included in the TopBrand 2025 "Top 500 Global Brands List"

TopBrand Union (Beijing) Consulting Company

Grade A Rating for Information Disclosure from the Shanghai Stock Exchange

Shanghai Stock Exchange (SSE)

Benchmarking Unit for Corporate Talent Development in China (the 21st Session)

China Enterprise Evaluation Association (CEEA)

Demonstration Learning Project for Corporate Training in China (the 21st Session)

China Enterprise Evaluation Association (CEEA)

The Best Practices in Investor Relations Management of Chinese Listed Companies (2024)

China Association for Public Companies (CAPCO)

GAMECO, the Annual MRO at the 2025 Aviation Maintenance Industry Red Crown Awards

Civil Aviation Maintenance Association of China (CAMAC)

"Smart Rebooking, Worry-Free Transfers", the 8th CAPSE · 2025 Innovation Award

Civil Aviation Passenger Service Evaluation (CAPSE)

"Smart Dispatch, Smooth Passenger Journey", the 8th CAPSE · 2025 Innovation Award

Civil Aviation Passenger Service Evaluation (CAPSE)

The Third Prize in the 8th Central SOEs QC Achievement Presentation Competition

China Association for Quality (CAQ)

The Excellent Organization Award in the 6th National Supply Chain Competition

China Federation of Logistics & Purchasing (CFLP), China Society of Logistics (CSL)

"Fingertip Departure", the 8th CAPSE · 2025 Innovation Award

Civil Aviation Passenger Service Evaluation (CAPSE)

The 2024 "CAPSE Best Airline Award"

Civil Aviation Passenger Service Evaluation (CAPSE)

Jaytoghraq Village in Pishan County, Xinjiang, the assisted village of China Southern Group, the title of the National Civilized Village of the 7th session

Central Leading Group on Propaganda, Ideological, and Cultural Work

The 2024 Golden Information Disclosure Award

China Securities Journal

The "CAPSE Civil Aviation Innovation Pioneer Award"

Civil Aviation Passenger Service Evaluation (CAPSE)

The "Most Valuable Chinese Airline Brand (Domestic)"

Civil Aviation Passenger Service Evaluation (CAPSE)

About Us

Company profile

China Southern Airlines Co., Ltd. (referred to as "China Southern Airlines" or "the Company"), founded on March 25, 1995, is a transport airline controlled by China Southern Air Holding Company Limited, with its headquarters in Guangzhou, Guangdong Province. Recognized by its emblem—a blue vertical stabilizer adorned with a red kapok flower—the Company upholds the corporate mission of "Enabling More People to Enjoy Better Flights". Guided by the core values of "Safety First and Customer Orientation", the Company vigorously promotes the motto of "Diligence, Practicality, Inclusiveness, and Innovation". It is committed to building a world-class air transport enterprise with global competitiveness.

Engaged mainly in air passenger and cargo transportation, China Southern Airlines directly or indirectly holds controlling stakes in 9 passenger and cargo transport airlines including Xiamen Airlines Co., Ltd., Chongqing Airlines Co., Ltd., China Southern Airlines Henan Co., Ltd., Guizhou Airlines Co., Ltd., Zhuhai Airlines Co., Ltd., Shantou Airlines Co., Ltd., Hebei Airlines Co., Ltd., Jiangxi Airlines Co., Ltd., and China Southern Airlines Cargo Co., Ltd., and holds a stake in Sichuan Airlines Co., Ltd. It operates through 22 branches across various regions, including Xinjiang Branch, Northern Branch, Beijing Branch, Shenzhen Branch, Shanghai Branch, Taiwan Branch, and Macao Branch, along with 5 bases in cities such as Nanyang and Foshan. It manages 23 sales offices in China, located in cities including Guangzhou, Qingdao, Nanjing, and Xiong'an, as well as 57 sales offices outside China in locations such as Los Angeles, London, and Paris. Building on the strength and success of its core business, the Company continuously expands into related industries such as aircraft maintenance and manufacturing, general aviation, aviation catering, digital technology, flight training, and equipment manufacturing.

The subsidiary transport airlines of China Southern Airlines operate a variety of passenger and cargo transport aircraft, including Boeing 787, 777, and 737 series, Airbus A350, A330, and A320 series, as well as COMAC C909 and C919. China Southern Airlines ranks among the world's leading in terms of safety management level. It has achieved more than 30 million consecutive hours of safe flight and, in 2023, became the first in the industry to win the "Three-Star Flight Safety Diamond Award" from the Civil Aviation Administration of China. In 2021, it was awarded the highest "Seven-Star Safety Rating" by AirlineRatings.com, an independent international airline rating website. By 2025, China Southern Airlines will have maintained 314 months of flight safety and 379 months of aviation security.

China Southern Airlines has been devoted to developing Guangzhou and Beijing into comprehensive international air hubs. In Guangzhou, it has been steadily advancing the construction of the "Canton Route", driving Guangzhou to become the primary gateway hub from the Chinese mainland to Oceania and Southeast Asia, and serving the Guangdong-Hong Kong-Macao Greater Bay Area and the Belt and Road Initiative. In Beijing, China Southern Airlines operates as the largest main base airline of Beijing Daxing International Airport.

China Southern Airlines has stepped up efforts to enhance its operation control capability and established a mature, advanced, and efficient operation support system. The independently developed pioneering "Tian Ji" operation control system has revolutionized the understanding of operation control in China's civil aviation industry and promoted the improvement of the industry's operation management level. The dispatch reliability of the entire fleet has been consistently among the world's top tier.

By the end of 2025

Fleet size

Total aircraft in operation	Passenger aircraft	Cargo aircraft
972	952	20

Passenger aircraft

A350 series	A330 series	A320 series	B787 series
20	25	408	43
B777 series	B737 series	C909 series	C919 series
15	393	40	8

Cargo aircraft

B777 series
19
B737 series
1

Routes in operation	Newly opened domestic routes	Newly opened international and regional routes	Passenger traffic volume
1472	62	38	174 million passengers
Cargo and mail traffic volume	Flight punctuality rate		
1.958 million tons	91.01%		

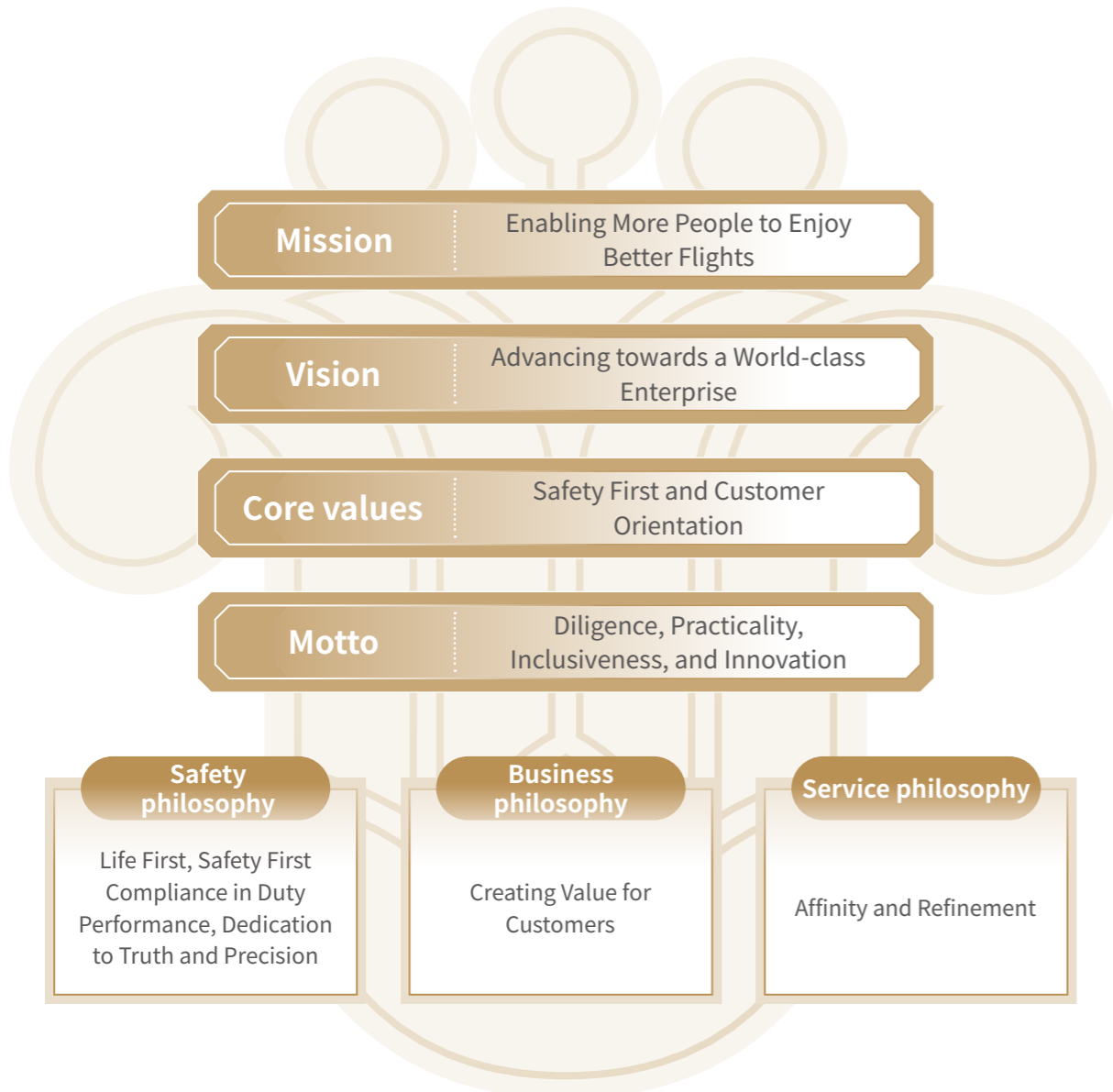


Cultural philosophy

China Southern Airlines is promoting the innovative development of the "Sunshine China Southern Airlines" cultural system for the new era and the corporate brand philosophy system, comprehensively enhancing the soft power of its cultural brand, and laying a solid cultural foundation for high-quality development through clear value propositions and brand appeal.

"Sunshine China Southern Airlines" cultural system for the new era

The "Sunshine China Southern Airlines" cultural system for the new era is an important part of the Company's development strategy and modern enterprise management system. It serves as the ideological foundation and spiritual driving force for promoting the high-quality development of China Southern Airlines and advancing towards a world-class enterprise, as well as the action program and work guide jointly created, abided by, and practiced by all staff of China Southern Airlines.



Brand philosophy system

The brand philosophy system of China Southern Airlines is an essential part of the brand operation strategy, the core declaration of the China Southern Airlines brand, and the ideological guide for leading the integrated development of brand building and production and operation management.



Development strategy

Centering on the development goals of the 14th Five-Year Plan and the long-range objectives through the year 2035, and anchoring the development vision of "Advancing towards a World-class Enterprise", China Southern Airlines focuses on quality and efficiency, and defines the overall thinking of the "5566" high-quality development. With the "Five developments" as the ideological guide, the "Five strategies" as the action program, the "Six actions" as the practical measures, and the "Six transformations" as the target direction, we have drawn a grand blueprint for advancing towards a world-class aviation enterprise.

► "5566" overall thinking for high-quality development



Statement of Board of Directors

As the supreme responsible body for the Company's environmental, social, and governance (ESG) matters, the Board of Directors deeply recognizes the importance of ESG work for the Company to achieve long-term value. It coordinates, leads, supervises, and makes decisions on the Company's ESG management and major issues, reviews the progress of ESG goals, and approves the Company's Social Responsibility and ESG Report.

Through regular communication meetings, the Board of Directors listens to the reports of the committees on important ESG matters and work progress, understands the current situation of ESG management, identifies ESG risks and opportunities that may affect the Company's business, shareholders and other stakeholders, ensures the integration of ESG philosophy into the Company's operations, and formulates a comprehensive plan for future ESG work.

This report provides a detailed disclosure of the practices, progress, and achievements of China Southern Airlines in ESG management, all of which have been reviewed and approved by the Board of Directors in March 2026.

ESG Management

ESG management structure

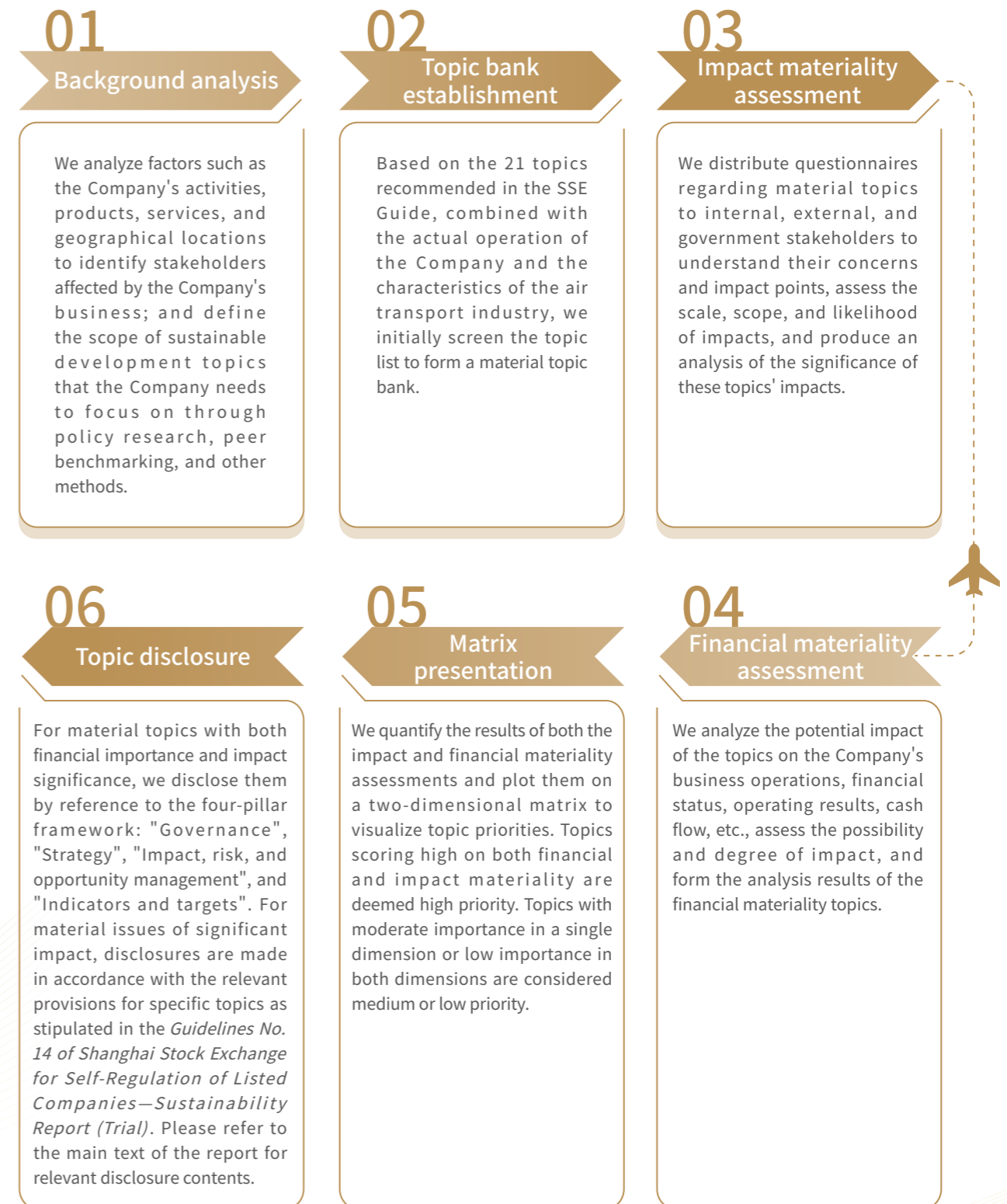
The Board of Directors has authorized the Social Responsibility Steering Committee to formulate and implement ESG-related matters, and has added ESG-related responsibilities to the Strategy and Investment Committee of the Board of Directors, clearly defining the management responsibilities of the Strategy and Investment Committee for ESG work. The Strategy and Investment Committee collaborates with the Social Responsibility Steering Committee to study the operating rules, and together they formulate the decision-making list for the special committees of the boards of directors at both the group and subsidiary levels, further improving the closed-loop management of the Board's decision-making.

Identification and analysis of material topics

China Southern Airlines strictly follows the material topic analysis procedures and report disclosure framework in the *Self-Regulatory Guide No. 4 for Listed Companies on the SSE—Compilation of Sustainability Reports* (hereinafter referred to as the "Guide") issued by Shanghai Stock Exchange, and has established a sound material topic analysis process. Through policy research, peer benchmarking, research and interviews, and other methods, we identify, screen, and disclose material topics with financial materiality and impact materiality, and respond to them in the report.



Material topic analysis process



Material topic bank



Environment

- 1 Response to climate change
- 2 Pollutant emissions
- 3 Waste management
- 4 Ecosystem and biodiversity protection
- 5 Environmental compliance management
- 6 Energy utilization
- 7 Water resource utilization
- 8 Circular economy



Society

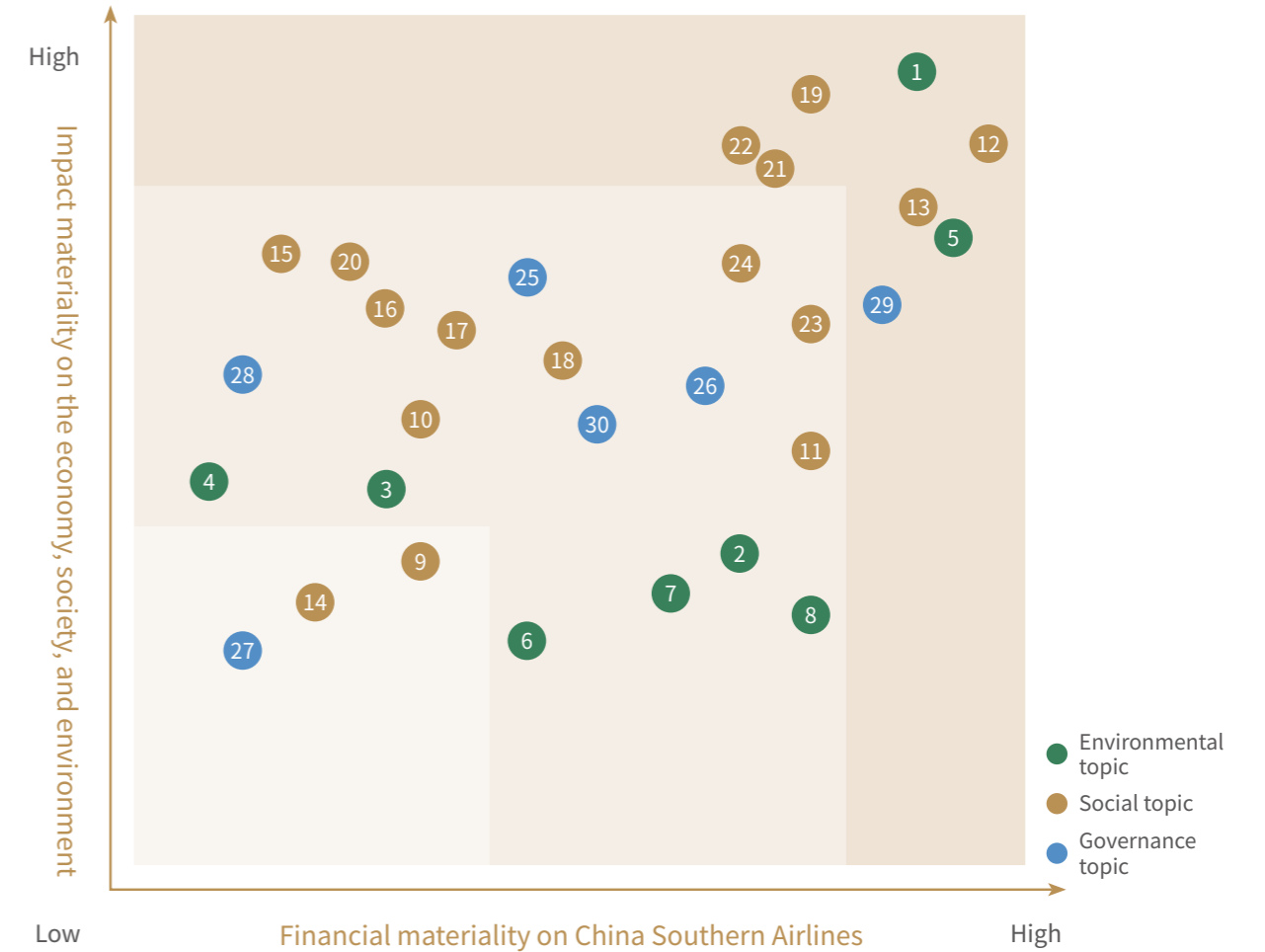
- 9 Rural revitalization
- 10 Social contributions
- 11 Overseas responsibility practices
- 12 Innovation-driven growth
- 13 Supply chain security
- 14 Fair treatment of small and medium-sized enterprises
- 15 Flight punctuality rate improvement
- 16 Convenient service procedures
- 17 Passenger experience enhancement
- 18 Passenger rights protection
- 19 Safe flight operation
- 20 Service quality improvement
- 21 Data security and customer privacy protection
- 22 Protection of employees' rights and interests
- 23 Employee training and education
- 24 Employee occupational health and safety



Governance

- 25 Legal compliance
- 26 Party building guidance
- 27 Due diligence
- 28 Stakeholder engagement
- 29 Anti-commercial bribery and anti-corruption
- 30 Anti-unfair competition

Material topic matrix



Based on the quantitative matrix analysis results of dual materiality, we have identified eight topics as the Company's high-priority topics, including response to climate change, environmental compliance management, innovation-driven growth, supply chain security, safe flight operation, data security and customer privacy protection, protection of employees' rights and interests, and anti-commercial bribery and anti-corruption. These topics serve as the key tasks of the Company's medium and long-term sustainable development management, and the four-pillar disclosure framework is applied in the corresponding chapters of the report.

No.	Topic	Corresponding chapter	No.	Topic	Corresponding chapter
1	Response to climate change	Response to climate change	19	Safe flight operation	Prioritizing safety above all
5	Environmental compliance management	Pursuing green operations	21	Data security and customer privacy protection	Safeguarding information security
12	Innovation-driven growth	Advancing technological innovation	22	Protection of employees' rights and interests	Empowering our talent
13	Supply chain security	Fostering win-win cooperation	29	Anti-commercial bribery and anti-corruption	Strengthening risk management



Stakeholder engagement

China Southern Airlines effectively safeguards the right to know, the right to participate, and the right to supervise of all stakeholders, establishes normalized communication channels and methods for stakeholders, enhances interaction and mutual trust among them, and advances towards sustainable development hand in hand.



Stakeholders	Investors	Government	Environment	Customers	Employees	Suppliers	Financial institutions	Communities	Media	Peers
Expectations and concerns	<ul style="list-style-type: none"> Participate in corporate governance Protect shareholders' rights and interests Control risks Receive return on investment Disclose important information 	<ul style="list-style-type: none"> Abide by laws and regulations and pay taxes in accordance with the law Implement national strategies and deepen reform Maintain and increase the value of state-owned assets Ensure safe flight Promote employment Improve people's wellbeing 	<ul style="list-style-type: none"> Conserve energy, reduce emissions, and mitigate climate change Protect ecosystems and reduce pollution Reduce noise pollution 	<ul style="list-style-type: none"> Provide safe and high-quality services Respond quickly to passengers' opinions or complaints Protect customer privacy 	<ul style="list-style-type: none"> Safeguard employees' rights and interests Establish communication channels Strengthen employee training and development Continuously improve employee compensation and benefits Care for employees 	<ul style="list-style-type: none"> Operate with integrity Pursue common development Conduct open, fair, and impartial procurement 	<ul style="list-style-type: none"> Enhance solvency Reduce operational risks 	<ul style="list-style-type: none"> Support rural revitalization Engage in voluntary services Conduct community communication and exchanges 	<ul style="list-style-type: none"> Establish external information release channels Timely convey the voice of China Southern Airlines 	<ul style="list-style-type: none"> Promote fair competition and foster friendly cooperation Facilitate information communication and exchange Cultivate healthy and harmonious industry development
Communication channels and methods	<ul style="list-style-type: none"> General Meeting of Shareholders Board of Directors Periodic disclosure of reports and interim announcements Investor communication 	<ul style="list-style-type: none"> Daily report and special report Research and visit Project cooperation, work meeting Statistical statement 	<ul style="list-style-type: none"> Green flights Aircraft fuel consumption reduction Enhanced pollution prevention and control Environmental information disclosure 	<ul style="list-style-type: none"> Information disclosure Safety management system Customer relationship management and online services 	<ul style="list-style-type: none"> Staff representative congress Employee training system Reform of the compensation system Implementation of the requirements for industrial workforce reform Employee activities 	<ul style="list-style-type: none"> Transparent procurement procedures Training and technical exchange meetings Daily communication 	<ul style="list-style-type: none"> Strengthened compliance management Improved operational level 	<ul style="list-style-type: none"> Contributing to rural revitalization Charity and public welfare activities Information disclosure Public communication 	<ul style="list-style-type: none"> Press conferences Journalist symposiums 	<ul style="list-style-type: none"> Cooperation strengthening Exchanges and learning Forum meetings

Special Focus



Aiming for Becoming a World-Class Enterprise and Delivering a High-Quality Performance for the 14th Five-Year Plan

The year 2025 is the decisive year for the conclusion of the 14th Five-Year Plan. Anchoring the strategic vision of "building a world-class air transport enterprise", China Southern Airlines has further advanced the action of deepening and upgrading the reform of state-owned enterprises. Staying true to our core mission of serving national development and meeting the public's travel needs through civil aviation, we have proactively integrated into and deeply served the major national development strategies, and with solid achievements in high-quality development, we have written an era report and contributed the strength of China Southern Airlines to the successful conclusion of the 14th Five-Year Plan.



Deepening reform to consolidate the solid foundation for take-off

China Southern Airlines closely followed the requirements of the reform deepening and upgrading action, established a reform model characterized by "systematic planning, thorough implementation, quantitative review, and assessment linked to performance"—known as the "two-modernization and two-style" reform model—and fully completed the tasks of the three-year action plan for state-owned enterprise reform. The modern enterprise system with Chinese characteristics has become more mature and finalized, and the market-oriented operation mechanism has become more flexible and efficient.

Achievements during the "14th Five-Year Plan" period



The Group has been rated **Grade A** in the reform assessment for four consecutive years, and was recognized as an enterprise with **"outstanding overall performance"** in the special assessment of the "Double-Hundred Action" for state-owned enterprises directly under the central government, making it one of **the leaders in the civil aviation industry**.

Enhancing the modern enterprise system with Chinese characteristics

Upholding the principle of "Two Integrations"—integrating Party leadership with corporate governance and establishing a modern enterprise system with Chinese characteristics—we have further strengthened Party leadership by refining our corporate governance. This has been achieved by establishing a dynamic mechanism for our pre-decision review list, which empowers the Party Committee with full-process review authority. With a standardized Board structure in place, we have fully leveraged its strategic role in "setting direction, making decisions, and mitigating risks", supported by multiple targeted research initiatives to accelerate our journey toward becoming a world-class air transport enterprise. The enabling framework for our leadership has been reinforced through regulations supporting external directors and a comprehensive compliance manual for listed company directors and senior executives. We have systematically enhanced our director and supervisor teams by improving management mechanisms for dispatched personnel, creating a diversified, cross-industry, and cross-regional talent pool. This effort was complemented by strengthening bidirectional exchanges between full-time directors/supervisors and current leadership, refining evaluation and incentive-constraint mechanisms, and consequently reinforcing the boards of our subsidiaries. Finally, we have improved investment management across the entire lifecycle, establishing pre-investment decision models and achieving full coverage in our overseas investment evaluations.

Establishing a distinctive new-type operation responsibility system

We established a closed-loop management mechanism for leadership development, deepened term-based and contract-based management, and optimized the linkage mechanism between remuneration fulfillment and performance evaluation. Total payroll management was refined, and a four-end, seven-platform flexible employment system was built for full-process management from order issuance, order reception, contracting, payment, evaluation, to monitoring. With sound supporting incentive and guarantee mechanisms and through flexible employment matching the ground position's elastic staffing needs, 36,900 flexible workers were used during the 14th Five-Year Plan period. We issued technology innovation incentive measures, promoted differentiated assessments, R&D super deduction policies, and established a comprehensive market-oriented accounting system that tracks value transfer along the production process, shaping eight categories of internal transaction entities and value creation centers. The cost management responsibility system allocated over 90% of operational costs to posts and individuals. A customer management system with clear quantitative standards was built, innovatively using "internal simulated revenue" to measure work results, systematically constructing a distinctive new operational responsibility system unique to China Southern Airlines.

Igniting vitality to unleash strong growth drivers

China Southern Airlines has strategically leveraged the "two pathways" (increasing economic vitality and enhancing corporate competitiveness) and fulfilled the "three roles" (serving as a pillar of the national economy, a leader in industrial development, and a key player in maintaining economic and social stability). By optimizing the allocation efficiency of core resources, we have enhanced the security, stability, and smooth flow of the industrial chain, fostered long-term sustainable growth in new industries, business formats, and models, steadily advanced our global presence, and contributed to the nation's high-standard opening-up.

Further advancing the five major structural adjustments

Taking the market structure as the fundamental basis, the industrial structure as the comprehensive carrier, and the fleet, human resources, and asset-liability structure as the strategic resources, we have continuously adjusted the structure and transformed the development mode. The passenger market share of Guangzhou Baiyun Airport and Beijing Daxing International Airport has basically achieved the planning goals. Fleet resource allocation was optimized, with low-efficiency older models such as the A319, B737-700, A380, and A330-200 phased out counter-cyclically. Aircraft model types (excluding domestically manufactured aircraft) have been streamlined to 16, with next-generation models—A320NEO series, B737MAX, B787, and A350—now accounting for over 30% of the fleet, the highest proportion among China's three major airlines. We have implemented stringent entry controls, facilitated smooth exit channels, revitalized existing resources, and promoted outsourcing to comprehensively enhance labor productivity. Throughout the 14th Five-Year Plan period, the Group's structural costs have consistently declined. Combined with the special activity of lean management and cost control, and the Golden Idea Benefit Project, we have consolidated the cost leadership advantage, achieving the lowest cost per RMB 100 of revenue among major domestic airlines.

Scaling up the operation of domestic civil aircraft

With "fleet scaling" as the foundation, "high-quality routes" as the path, "technological independence" as the support, and "digital intelligence" as the engine, we are building a complete ecosystem for the commercial operation of domestic civil aircraft. During the 14th Five-Year Plan period, the Company signed an order for 100 C919 aircraft, established a project platform for improving the maintenance and operation support capacity of domestic civil aircraft with COMAC and other enterprises, jointly developed domestic simulators for C919, and built a community of shared future for domestic civil aircraft. The "Tian Tong" system enables real-time monitoring of domestic aircraft health status. The C909 fleet of Shantou Branch won the "Blue Sky Award" of civil aviation, and the maintenance support system for domestic aircraft continues to mature. A total of 4,041 airworthiness certifications were obtained during the 14th Five-Year Plan period, providing a solid support for the industrial chain security. As of December 2025, we operate 40 C909 aircraft and 8 C919 aircraft, with the two models advancing in synergy, making us the largest operator of domestic aircraft in China.



China Southern Airlines' C919 Aircraft Made Its Debut in the Middle East

Systematically forging a new industrial landscape

Innovatively creating a "2+5+X" new industrial layout, we have made cargo logistics our core business, aiming to become the leading "national team" in industrial control. We have actively positioned ourselves in the high-end aviation equipment manufacturing sector, establishing companies for flight simulator manufacturing and digital technology. We successfully developed flight simulators for multiple aircraft models. We have constructed the world's largest maintenance capability system for narrow-body aircraft engines, with over 70% of capacity serving external clients, while mastering advanced repair processes for high-value components such as APUs. This comprehensive approach drives the integrated transformation and upgrading of traditional industries, the development of strategic emerging industries, and the incubation of future-oriented sectors. We have accelerated professional integration, established apron branches, and shared services centers to continuously improve the efficiency of resource operation. The *Industrial Planning Outline* has been compiled, with sector-specific plans released across six domains, establishing a dynamic linkage mechanism between "industrial planning, investment programming, and project implementation"—channeling new momentum while revitalizing established strengths. The "China Southern Airlines E-Travel" one-stop integrated service solution delivers "a worry-free journey with a single device in hand", making intelligent travel a seamless reality.

Achievements during the "14th Five-Year Plan" period

- The first self-developed A320neo full-flight simulator obtained **CAAC Level D certification**.
- The invention patent, a "High-Frequency Vibration Motor for Flight Simulation Training" won the **Excellence Award at the 25th China Patent Awards**.
- The self-developed "Key Technologies and Applications of Hyper-Realistic High-Level Visual System" and "Scenario-Based Hazard Source Management and Special Situation Disposal Support System" won the **First Prize of the Science and Technology Progress Award of the Chinese Society of Aeronautics and Astronautics**.
- The "Cloud Platform + Dual Middle Office" architecture was awarded the **National Standard Level 4 Certification for Data Management Maturity**.
- We successfully delivered the **"Top 100 Projects"** for Strategic Emerging Industries, as designated by the State-owned Assets Supervision and Administration Commission of the State Council, achieving high-quality completion, and strengthening our advanced maintenance capabilities for domestically produced civil aircraft APUs and composite materials.
- The General Aviation Company continued to support national oil and gas exploration, playing a vital role in securing the energy supply. It remained a **benchmark "Double-Hundred Enterprise"**.
- The Xiangyi Company was awarded the title of a **National Specialized, Sophisticated, Unique and Novel "Little Giant" Enterprise** and a **Single Champion in Guangdong Provincial Manufacturing**.



The Self-Developed "Tian" Series Software Products and a Number of Groundbreaking Aviation Equipment of China Southern Airlines Were Exhibited at the 3rd Civil Aviation Science, Technology and Education Innovation Achievement Exhibition

Steadily advancing the global layout



We have strengthened our international marketing capabilities, built an international product system, tapped the potential of the sixth freedom of the air, achieving a leading international load factor among China's three major carriers. Our global partnership network has expanded through joint ventures and deepened strategic collaborations with key airlines across Asia, Africa, and Europe, including the renewal of our agreement with British Airways. With 52 overseas offices across five continents, we have enhanced global resource allocation and advanced overseas risk control, while implementing RMB clearing services to support currency internationalization. As of December 2025, the proportion of international route passenger traffic (excluding regional routes) of China Southern Airlines in the total passenger traffic reached 13.3%, and the number of overseas social media followers of China Southern Airlines exceeded 16.4 million, ranking first among state-owned enterprises directly under the central government.

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Ranking

First among state-owned enterprises directly under the central government

Upholding responsibility to serve the new journey of the era

Focusing on the core business, China Southern Airlines has actively undertaken the core missions and major tasks related to national supply chain security and supporting the international and domestic "dual circulation", proactively served the major national development strategies, fully integrated into the national comprehensive three-dimensional transportation system, and actively responded to the Belt and Road Initiative, empowering the overall national development with strong aviation strength.

International hub construction



Guangzhou Hub

Adhering to the principle of "strengthening and expanding", we have continuously expanded the "Canton Route", built a "seven-party joint platform", actively strived for core resources, expanded the hinterland market in Southeast Asia, and established localized advantages in regions such as Australia and New Zealand, the South Pacific, Southeast Asia, Central and West Asia, and the Middle East. During the 14th Five-Year Plan period, we opened 18 new international routes, including Belgrade, Budapest, Istanbul, and Riyadh, and increased flights on 14 international and regional routes, including Dubai, Tokyo, and Bangkok.

Beijing Hub

Adhering to the principle of "refining and optimizing", we have improved the quality of transfer connections with a focus on efficiency, and the dual-hub strategy has achieved phased breakthroughs. During the 14th Five-Year Plan period, we opened 12 new international routes, including London, Moscow, Sydney, Dushanbe, and Tokyo, and increased flights on 2 international and regional routes, including Tashkent and Hong Kong.



Inaugural Ceremony of China Southern Airlines' "Vibrant Bay Area" Themed Flight

Urumqi Hub

We have established a western gateway hub effect, achieving near-full coverage of the Central and West Asian market. During the 14th Five-Year Plan period, we opened 8 new international and regional routes, including Istanbul, Yerevan, Samarkand, and Hong Kong, and increased flights on 4 international routes, including Tashkent and Almaty.



Promotion Conference of China Southern Airlines' New Guangzhou-Riyadh Route



Inaugural Ceremony of China Southern Airlines' Beijing Daxing-Dushanbe Flight

Regional contribution strategies

The Company has established a leading group for serving the major national regional development strategies, improved the "five mechanisms" for fulfilling functional missions, formulated five regional action plans, including *Contribution to Guangdong-Hong Kong-Macao Greater Bay Area*, *Contribution to the Comprehensive Revitalization of Northeast China*, and *Contribution to the Xinjiang Pilot Free Trade Zone*, deploying the Company's distinctive capabilities to address critical national priorities.



The Xinjiang Base of China Southern Technic Obtained the DMDOR Authorization Certificate Issued by the Civil Aviation Administration of China

- Contribution to the construction of the Guangdong-Hong Kong-Macao Greater Bay Area:** The Guangzhou Industry-Education Integration Training Base and Guangzhou International Inbound Cargo Station have been completed and commenced operations, while planning and construction continue for the Guangzhou New Airport project and Phase I of the Shenzhen Airport China Southern Airlines Base.
- Contribution to the coordinated development of the Beijing-Tianjin-Hebei region:** Phase I of the North China Industry-Education Integration Training Base was completed and put into operation, and the land right confirmation of the China Southern Airlines Base at Beijing Daxing International Airport was completed.
- Contribution to the construction of the Xinjiang Pilot Free Trade Zone:** Terminal relocation at Urumqi Tianshan International Airport has been completed, with construction underway for the China Southern Airlines Base in the new Urumqi terminal area. A trading subsidiary has been established, pioneering innovative business models including bonded aircraft maintenance and bonded warehousing, achieving Xinjiang's first outbound flight training operation.
- Contribution to the comprehensive revitalization of Northeast China:** The Changchun Operation Support Building Project was completed and put into operation, and the planning and construction of projects such as the China Southern Airlines Base at the new Dalian Airport, the Shenyang APU Factory, and the new catering building were promoted.
- Contribution to the large-scale development of the western region in the new era:** Phase I of the Xi'an Operation Base, the aircraft maintenance area, and the new catering building at Guiyang Airport were completed and put into operation, and Guizhou Airlines established an aviation material recycling system.
- Contribution to the rise of the central region:** A new hub for domestically manufactured aircraft has been established, with the Wuhan painting hangar and new catering facility now completed and operational.
- Contribution to the high-level opening up of Hainan Free Trade Port and Guangxi:** Projects such as the Nanning Urban Operation Base were completed and put into operation, and the planning and construction of the new cargo station project at Haikou Airport were promoted.

Advancing the "Air Silk Road"

Expanding the international passenger and cargo route network

Actively serving the joint construction of the Belt and Road Initiative, we have launched the only direct flight route from the Chinese mainland to Latin America—the Shenzhen–Mexico City direct route. By the end of the 14th Five-Year Plan period, China Southern Airlines has emerged as the largest air carrier along the Belt and Road, actively driving Chinese manufacturing and Chinese culture to "go global".

Launching the Belt and Road civil aviation maintenance cooperation initiative

We have obtained maintenance capability approvals from 9 civil aviation regulatory authorities, including EASA, Kazakhstan, Vietnam, Pakistan, and the Republic of Korea, established bonded maintenance qualifications in Urumqi, and innovated the maintenance model of the "one-day customs clearance" supervision zone in Shenyang. We have provided aircraft maintenance, aviation catering, ground support, and other guarantee services for more than 60 customers, including Vietnam Airlines, Air Astana, and Cathay Pacific Airways.



China Southern Airlines Launched the Direct Guangzhou–Madrid Route



01



Steering with Responsibility Towards a Brighter Future

- Refining Corporate Governance 29
- Upholding Party Leadership 35
- Strengthening Risk Management 37
- Advancing Sci-Tech Innovation 45



Response to the Global Reporting Initiative (GRI):

2-12, 2-14, 2-15, 2-17, 2-18, 2-24, 2-27, 205-1, 205-2, 206-1, 207-2, 405-1



Refining Corporate Governance

Corporate governance system

The Board of Directors of China Southern Airlines (hereinafter referred to as "the Board") has established a "4+1+4" governance framework, which clearly delineates the authorities and responsibilities among the Shareholders' Meeting, the Board, and the management team. This robust framework supports the Board's standardized operations, ensures clear accountability, effective checks and balances, and coordinated functioning, thereby laying a solid institutional foundation for the Company's sustainable and healthy development.



China Southern Airlines' governance structure



Specialized committees

Functions

 <p>Strategy and Investment Committee</p>	<ul style="list-style-type: none"> Conduct research and review on the Company's long-term development strategies and major investment decisions, make recommendations and proposals to the Board of Directors, and oversee their implementation.
 <p>Audit and Risk Management Committee</p>	<ul style="list-style-type: none"> Propose the appointment or replacement of external audit firms; Oversee the Company's internal audit systems and their implementation; Facilitate communication between internal and external audits; Review the Company's financial information and disclosure; Review the Company's internal control and risk management systems.
 <p>Nomination Committee</p>	<ul style="list-style-type: none"> Develop selection criteria and procedures for directors and senior management, and make recommendations; Identify and search for qualified candidates for directors and senior management positions; Review and recommend candidates for director and senior management positions.
 <p>Remuneration and Appraisal Committee</p>	<ul style="list-style-type: none"> Formulate appraisal criteria for directors and senior managers, conduct appraisals, and make recommendations; Develop and review remuneration policies and plans for directors and senior managers.
 <p>Aviation Safety Committee</p>	<ul style="list-style-type: none"> Oversee the management of the Company's aviation safety; Conduct research, review, and provide recommendations on the Company's aviation safety planning and major safety-related issues, and oversee their implementation.

Regulating listing management

In accordance with new regulations from the China Securities Regulatory Commission (CSRC), including the *Guidelines for the Articles of Association of Listed Companies* and the *Code of Corporate Governance for Listed Companies*, China Southern Airlines has systematically revised 16 key governance documents, such as the Articles of Association, the Rules of Procedure for Shareholders' Meetings, the Rules of Procedure for Board Meetings, the Rules of Procedure for the Audit and Risk Management Committee, and the Information Disclosure Management System. The Company has established a matrix-style compliance operation mechanism for listed companies and a joint meeting mechanism for significant matters, continuously enhanced the professional competency of its information disclosure team, and further optimized and improved the compliance operation mechanism for listed companies. The Company has deeply studied series of new supervisory regulations to ensure continuous compliance awareness among all employees and to practically improve the quality of information disclosure for listed companies. It has communicated listing supervision requirements to directors, senior executives, all departments, and subsidiaries, issued compliance reminders on cases of illegal or irregular information disclosure, conducted training on inside information management and share transaction reminders, and strengthened end-to-end risk management, forming a closed-loop management system to ensure sustainable, high-quality, and compliant operations as a listed company. In 2025, China Southern Airlines received an "A" rating for information disclosure from the Shanghai Stock Exchange for 12 consecutive years.

Deepening Board development

China Southern Airlines continuously optimizes the Board's structure, enhances its diversity and independence, and significantly improves directors' performance capabilities to ensure the Board's decision-making is scientific, efficient, and forward-looking. In 2025, the Board consisted of six members, including four independent non-executive directors and one female director. All members have extensive experience in risk management, audit and internal control, finance, digital transformation, and internationalization.





▶ **The Board's diversity**

The Company deeply recognizes the significant value of diversity in optimizing the board structure and enhancing the quality of decision-making. It has formulated the *Measures for Board Diversity of China Southern Airlines*, according to which board members are selected based on a series of diversity criteria in view of the Company's business model and specific needs. These criteria include educational background, professional and industry experience, skills, knowledge, and length of service, as well as gender, ethnicity, age, language, and cultural background.

▶ **The Board's independence**

The Company has enacted the *Independent Director Work and Independent Director Special Meeting Guidelines*, clearly defining the responsibilities of independent directors and ensuring their active participation in the Company's review and decision-making activities. The composition of specialized committees has also been optimized: currently, the chairpersons of both the Remuneration and Appraisal Committee and the Nomination Committee are independent non-executive directors. The Company's independent directors possess extensive expertise and professional knowledge in areas such as risk management, internal auditing and controls, finance, digital transformation, and internationalization. Notably, Ms. Pansy Ho Chiu-king, a renowned female entrepreneur from Hong Kong and Macau, serves as an independent director, further strengthening the independence and fairness of the Company's corporate governance and decision-making.

▶ **Enhancement of the Board's functions**

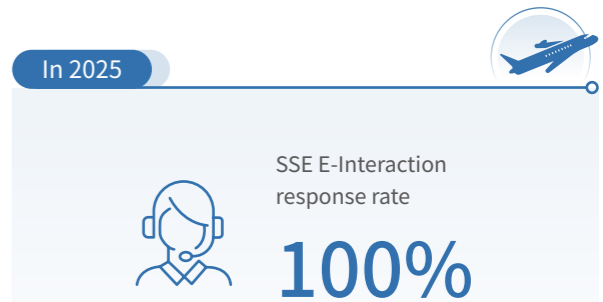
The Rules of Procedure for the Audit and Risk Management Committee have been revised, and the Supervisory Board has been abolished. The Audit and Risk Management Committee now exercises the powers and duties of the Supervisory Board as stipulated in the *Company Law* and other relevant laws and administrative regulations. Measures to safeguard the effective performance of independent directors have been improved to further enhance their role. The operating mechanism of the Board of Directors has been continuously improved, and duty performance guidelines for directors and senior management have been prepared to further enhance the compliance and effectiveness of the Board's operations.

▶ **Remuneration supervision mechanism**

The Chair of the Remuneration and Appraisal Committee is an independent director and is responsible for leading the Committee's work. Independent directors account for more than half of the Committee's members. Meetings of the Remuneration and Appraisal Committee are convened only when more than two-thirds of its members are present. Each member holds one vote, and resolutions must be adopted by a majority of all Committee members.

Investor relations management

China Southern Airlines respects and protects the legitimate rights and interests of its shareholders, continuously optimizing the *Measures for Investor Relations Management of China Southern Airlines*. The Company further strengthens the facilitation of shareholders exercising their rights, addresses their concerns efficiently, and emphasizes the responsibility of the Company's core management. Special attention is given to safeguarding the interests of minority investors, fostering a healthy and constructive relationship with all investors. In 2025, China Southern Airlines, with its highly professional and innovative investor relations management, once again received the "Best Practice Award for Investor Relations Management" award from the China Association for Public Companies (CAPCO). The Company's performance briefing was also recognized as "Excellent Practice in 2024 Annual Report Earnings Briefing for Listed Companies" by the same association.



Protecting investor's rights and interests

A dedicated investor communication session is arranged at Shareholders' Meetings, providing small and medium-sized investors with the opportunity to engage directly with the management team for in-depth discussions on the Company's development strategies and business operations. This ensures investors' rights to be informed, participate in decision-making, and supervise major corporate matters. The Company has formulated and disclosed the *Shareholder Dividend Return Plan (2025-2027)* to ensure the continuity and stability of the profit distribution policy, thereby stabilizing investor expectations.

Facilitating smooth communication channels

The Company optimizes its investor relations website and continually maintains open channels for investor communication—including telephone, email, and "SSE E-Interaction"—closely monitoring market perceptions of the Company's value and responding promptly to investor concerns.

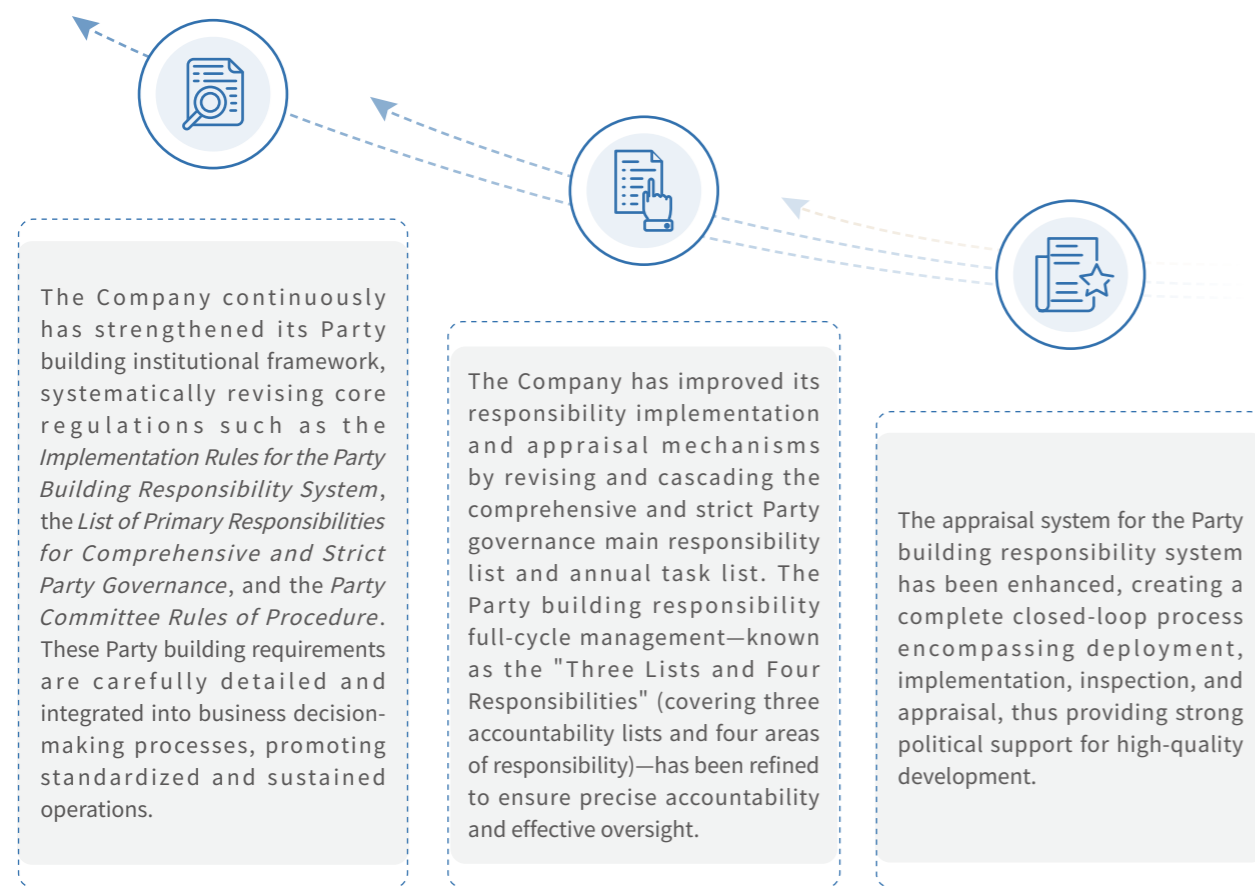
Employing digital technologies

We have introduced an innovative digital human live-streaming format to interpret performance results. At the 2024 Annual Performance Briefing, the Company's operational and financial data were visualized and explained through a digital human presenter, enabling clearer and more intuitive communication of business results and enhancing information accessibility for investors.

Upholding Party Leadership

Strengthening political construction

China Southern Airlines has always placed the Party's political construction at the forefront, steadfastly upholding the "Two Establishments" and resolutely delivering on the "Two Upholds". The Leading Party Members Group fully fulfills its leadership function of setting direction, managing the overall situation, and ensuring implementation.



From 2017 to 2024, the Company has been rated "A" for eight consecutive years in the Party building appraisal of central SOEs



Consolidating ideological foundation

China Southern Airlines remains committed to unifying thought and building consensus through the Party's innovative theories, continuously strengthening its ideological foundation. The Company organizes Leading Party Members Group theoretical study sessions, conducts in-depth grassroots visits for guidance, and undertakes systematic research and interpretation on major theoretical topics to advance theoretical learning comprehensively. Intensive education on the "Four Clarifications" regarding context and tasks is carried out to reinforce political and ideological leadership. The "First Topic" system is strictly implemented and special democratic life meetings are convened, guiding all Party members and officials to continually enhance their political judgment, understanding, and execution, and ensuring their firm alignment with the Party Central Committee in thought, politics, and actions.

Implementing inspection and rectification

China Southern Airlines resolutely fulfills its responsibilities for inspection and rectification by issuing work guidelines, establishing tracking ledgers, and optimizing information platforms, thus strengthening control throughout the entire process. Special meetings are held to advance rectification efforts, and targeted supervisory inspections are carried out, ensuring full implementation of rectification measures and thorough resolution of identified issues. As of now, 91 out of 104 rectification measures have been completed, with the remaining 13 (including 12 long-term measures) having achieved phased progress; 55 deepened rectification measures are also being advanced effectively.

Building a strong cadre team

China Southern Airlines is committed to strengthening its cadre team by enhancing the comprehensive appraisal and evaluation mechanism for cadres, enforcing the application of appraisal outcomes, and implementing an exit mechanism for cadres who do not meet performance standards. The Company intensifies the cultivation and selection of outstanding young cadres by organizing targeted training programs, such as capacity enhancement for Party committee secretaries and "benchmarking against world-class enterprises". Through the integrated and sustained "Two Pools and Three Programs" training model, the political integrity and professional competence of the cadre team are continually improved. Comprehensive management and ongoing supervision of cadres are reinforced, with strict adherence to personnel selection procedures and pre-appointment review protocols.

Promoting integration of Party building and business operations

China Southern Airlines continuously deepens the integration of Party building with business operations, with a focus on enhancing the functions of grassroots Party organizations. The setup of these organizations is dynamically optimized to ensure effective alignment with project-based and other business structures. The Company refines the closed-loop management mechanism for integrating Party building into core tasks, "tailored by department". Platforms such as Party member task forces and project breakthrough teams are actively utilized to highlight the roles of Party organizations and members. Concurrently, the "Party building + project" mechanism is further developed, enabling the organic integration of learning, education, and priority tasks to ensure coordinated and deep synergy between Party building work and business development.

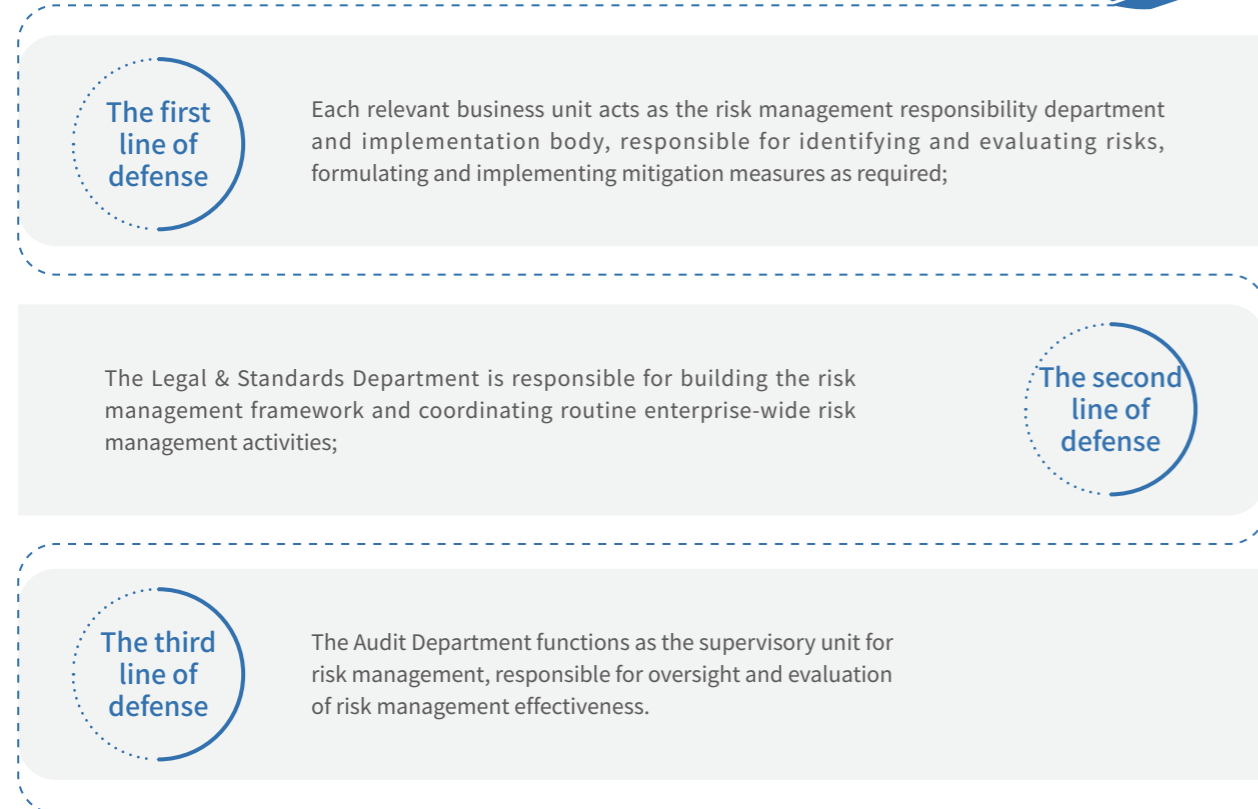
Promoting work style improvement

China Southern Airlines prioritizes education and learning, leverages supervision and discipline enforcement, and aims for sustained and long-term effectiveness to continuously deepen the improvement of work style. China Southern Airlines conducts in-depth study and education on the spirit of the Central Eight-Point Regulations through various formats, including central group learning, reading seminars, and warning education sessions. The Company implements special rectification campaigns focused on issues such as improper banqueting, driving the thorough resolution of identified problems. China Southern Airlines also focuses on key areas to strengthen anti-corruption risk prevention and control, fosters a culture of integrity, and continuously consolidates a clean, pragmatic, and responsible political environment.

Strengthening Risk Management

Risk management system

China Southern Airlines has established a risk management organizational structure comprising the Group's Leading Party Members Group, the Company's Board of Directors, the management team, risk management responsible departments, risk management departments, and risk supervision departments. The Leading Party Members Group of the Company provides overall direction for risk management, regularly listening to and reviewing the Company's risk control management progress. The Board of Directors serves as the Company's highest decision-making authority for risk management, with unified responsibility for establishing, improving, and effectively implementing the risk management system and mechanisms. The Company's management team is responsible for organizing and directing daily risk management operations in accordance with the Board's requirements and delegation. The risk management responsibility departments, risk management departments, and risk supervision departments collectively constitute the Company's three lines of defense, ensuring risk management responsibilities are enforced at every level.



China Southern Airlines has continuously enhanced its risk management system, revising the *Comprehensive Risk Management Measures*, implementing look-through supervisory requirements, urging all subsidiaries to strengthen their risk prevention responsibilities, and establishing closed-loop management. The Company has formulated risk identification rules for structured risk presentation, revised the *Implementation Rules for Major Operational Risk Information Reporting*, established a reporting mechanism for major operational risks and internal control issues to the Audit and Risk Committee of the Group's Board of Directors, and further specified risk supervision and management requirements in investment business areas.

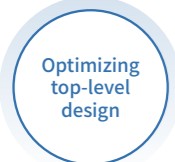
Strengthening risk control

China Southern Airlines has deepened its risk management by conducting annual identification and assessment of major risks, standardizing legal case management, strengthening overseas risk control, ensuring the comprehensiveness and effectiveness of risk controls, and continuously enhancing the Company's risk management capabilities. No major operational risk incidents occurred at China Southern Airlines during the reporting period.




Improving compliance management

China Southern Airlines has established a compliance management organizational system comprised of the Leading Party Members Group of the Group, the Board of Directors, the management team, principal responsible persons, the Compliance Committee, the Chief Compliance Officer, compliance responsibility departments, compliance management departments, and supervisory bodies such as discipline inspection and supervision institutions, audit, and inspection teams. This structure ensures clear allocation and enforcement of compliance management responsibilities at all levels.

- 


Optimizing top-level design

We have improved the working mechanism of the Group's Compliance Management Committee and merged its office operations with the "Rule-of-Law China Southern Airlines" Construction Leading Group, thereby advancing coordinated and efficient progress in both legal system construction and compliance management. Key units from primary compliance management areas have been included as members of the Compliance Committee to enhance the focus and coverage of compliance management. Accordingly, the *Compliance Management Provisions* and the *Rules of Procedure for the Compliance Committee* have been revised.
- 

Implementing regulatory requirements

We issued the *Measures for the Performance Management of Chief Compliance Officers in Subsidiaries* and the *Measures for the Performance Management of General Counsels in Subsidiaries*, established and refined a hierarchical and categorized compliance management system, newly formulated the *Implementation Rules for the Effectiveness Evaluation of the Compliance Management System*, and revised the *Implementation Rules for Compliance Risk Management* and the compliance management manuals for key areas. These measures support the Company's stable and compliant operations.
- 

Strengthening compliance assessment

Leveraging the guiding role of appraisal to clarify responsibilities and strengthen accountability through appraisal, we continuously optimize and update the appraisal criteria. Special compliance management appraisals for secondary units are conducted across four dimensions: compliance system development, mechanism operation, organizational foundation, and violation handling, thereby ensuring the fulfillment of primary responsibilities.
- 

Promoting compliance culture

Aligned with the "Eighth Five-Year Law Popularization" initiative, the Company uses the Legal Standards Lecture Series as a platform to deliver compliance training in key areas such as anti-monopoly, data protection, and anti-commercial bribery. Compliance training has become a required course for key positions, including management personnel, overseas staff, and new employees. Employees are also organized to sign the *Compliance Commitment*, reinforcing the concept of lawful and compliant operations at all levels. In 2025, China Southern Airlines conducted 49 compliance training sessions, reaching over 9,000 participants.

Case Strengthening the legal team and deepening legal awareness among all employees

To enhance the legal thinking of key management personnel, China Southern Airlines organized two sessions of legal competency improvement training for the executive team, focusing on compliance governance under the new *Company Law* and practical legal matters in corporate management and operations. To strengthen the legal and compliance team's professional capabilities, the Company conducted annual corporate legal advisor training. Approximately 90 cadres and employees attended courses on the *Civil Aviation Law*, *Private Economy Promotion Law*, and other relevant legislation. To enhance all employees' awareness of the rule of law, the Company organized Constitutional Day legal education activities under the theme "Studying, Promoting, and Implementing Xi Jinping Thought on the Rule of Law to Deepen Public Awareness of the Constitution". Constitutional Day promotional emails were sent to all cadres and employees to promote the spirit of the Constitution and foster a law-abiding corporate culture. Additionally, 49 Legal Standards Lectures were held to communicate laws, regulations, and company policies to employees at all levels, reaching nearly 9,000 participants.

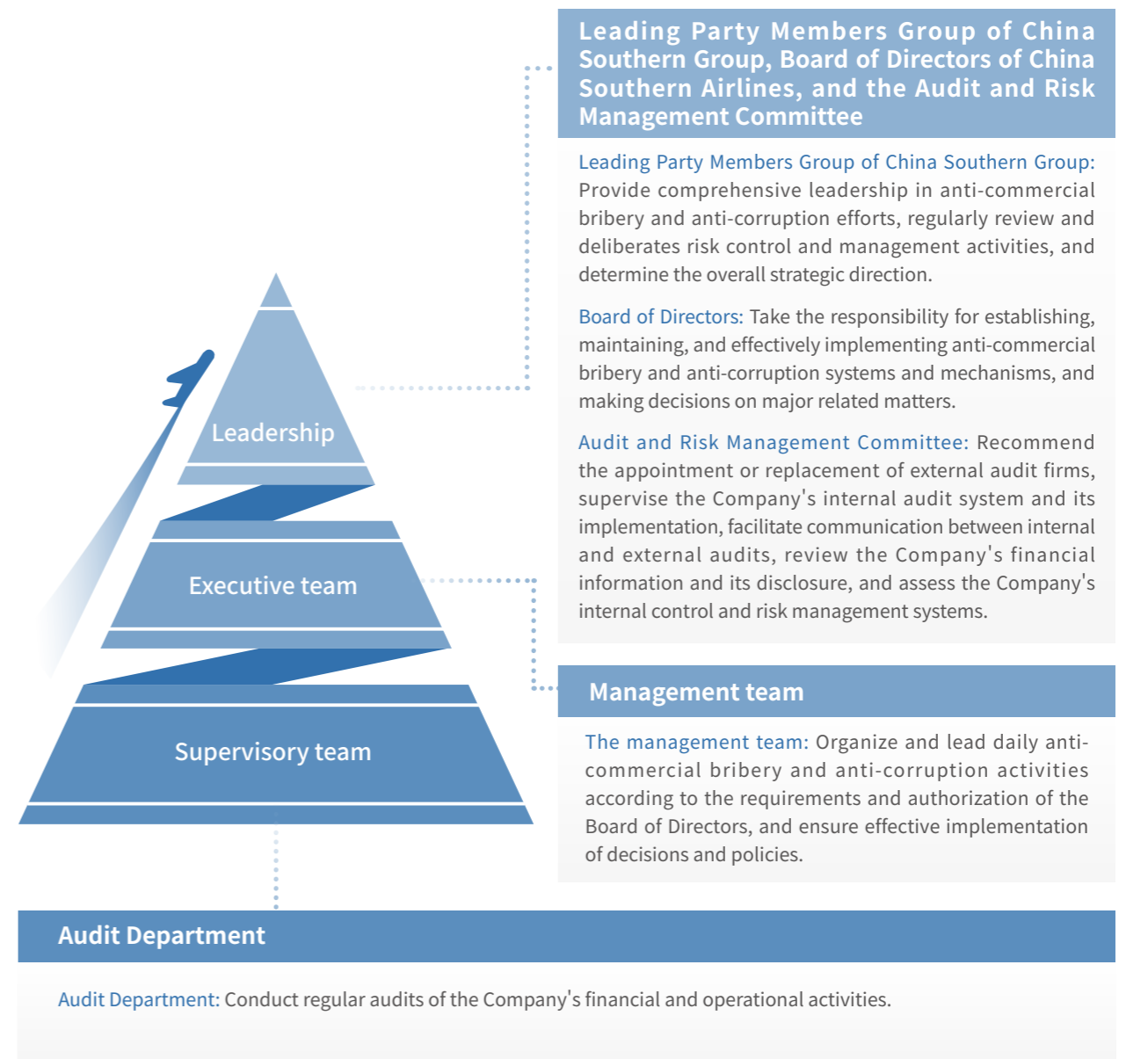


Business ethics

Given the aviation industry's stringent requirements for safety and reputation, China Southern Airlines fully recognizes that even a single instance of corruption could trigger a crisis of trust. Therefore, the Company considers "anti-commercial bribery" to be an issue of both financial and impact materiality. In accordance with the "Sustainability Information Disclosure Framework" in the *Sustainability Reporting Guidance of Listed Companies by SSE*, China Southern conducts comprehensive disclosures on anti-commercial bribery, focusing on four key areas: governance, strategy, impact, risk and opportunity management, and indicators and targets. In 2025, the Company reported no incidents of commercial bribery or corruption.

Governance

China Southern Airlines has deeply integrated anti-commercial bribery and anti-corruption measures into its governance structure, creating an interconnected and clearly defined framework extending from top-level decision-making to execution and supervision. This ensures strict adherence to ethical standards and maintains stable operations throughout the Company's daily activities.



Strategy

Fostering an integrity culture

The Company has issued the *Several Measures to Strengthen Integrity Culture Construction in China Southern Group*, emphasizing integrity culture as a core component of the new-era "Sunshine China Southern" culture. It has also developed the "Clean and Honest Comprehensive Support" integrity culture brand and continuously produced the "Weekly Integrity" column on the China Southern Airlines Employee Portal, as well as dedicated columns in the China Southern Airlines Daily, including "Discipline Inspection & Supervision Voice", "History of Integrity", and "On Discipline and Law", actively fostering a culture that values integrity and regards corruption as disgraceful.

Deepening special rectification efforts

We have carried out special rectification initiatives targeting employees' involvement in unauthorized commercial and business operations, and focused on rectifying corruption issues in the procurement sector. We also have revised the Company's procurement management system, and issued the *Measures for the Supervision of China Southern Group's Procurement Work* and the *Measures for Supervision, Inspection, and Accountability of China Southern Group's Procurement Work*, to prevent violations, breaches of discipline, and illegal activities in procurement operations.

Supervising infrastructure projects

The Company has issued the *Main Measures for Carrying Out Special Supervision on the Progress of Key Infrastructure Projects of the Group*, held special supervision deployment meetings, and implemented coordinated oversight among discipline inspection and supervision agencies. Special supervision focused on the construction progress, project quality, fulfillment of duties by personnel, and their integrity across five key projects to ensure that these projects are advanced safely, with high quality, efficiency, and integrity.

Investigating bribery and graft

The Company has taken the lead in convening a joint meeting among the three major airlines to establish a supplier bribery "blacklist" mechanism, and issued the *Guidelines on Standards for Classifying and Handling Suppliers Involved in Violation and Illegal Cases*, ensuring that "bribery involving personnel from one airline triggers joint sanctions by all three major airlines".

Regularizing warning education

The Company has organized and held a group-wide warning education conference to report and publicize serious violations of discipline and law. We continued to include party rules and discipline education in the training of party members and cadres, providing such education to 2,789 party members and cadres in programs including the Young and Middle-Aged Executive Development Program, New Leadership Onboarding Program, and Young Party Members Elite Training Program.

Protecting whistleblowers

Whistleblowers may report concerns to the disciplinary inspection and supervision bodies of China Southern Group either anonymously or using their real names, via mail, online reporting, or by visiting designated reception venues. During the process of handling reports, the disciplinary inspection and supervision bodies at all levels of China Southern Airlines strictly maintain the confidentiality of whistleblowers and related information. It is strictly prohibited to disclose information about the whistleblower to the person reported or to engage in any form of retaliation, thereby ensuring the legitimate rights and interests of whistleblowers are fully protected.



Petition and reporting channels of the disciplinary inspection and supervision bodies at all levels of China Southern Airlines



Reporting hotline: 12388



Reporting website: <http://www.12388.gov.cn/>



Reporting e-mail: NHXF@csair.com

Impact, risk, and opportunity management

China Southern Airlines regularly reviews and assesses integrity risk points, with a key focus on procurement, insider information, and support for directors' performance of duties. Regular integrity education and warnings are conducted through the analysis of typical cases, organizing the viewing of educational warning videos, and signing integrity commitment letters. These measures guide all employees to respect rules, remain cautious, uphold integrity, and prevent disciplinary or legal violations.



China Southern Airlines invites external experts to conduct compliance training for directors

The Board of Directors invited domestic legal experts to conduct collective training for directors, supervisors, and senior executives. The training provided in-depth explanations on sustainable development for listed companies, stock trading requirements for directors, supervisors, senior executives, and their relatives, fiduciary duties and related-party transactions, offering professional guidance to ensure directors and senior executives perform their roles in compliance.



Independent directors of China Southern Airlines participate in training organized by the Shanghai Stock Exchange

The Company's independent directors attended follow-up training organized by the Shanghai Stock Exchange for independent directors of listed companies. The training covered recent regulatory policies and key supervisory points for listed companies, changes in independent directors' legal responsibilities under the new circumstances, performance standards, anti-fraud responsibilities, key considerations for information disclosure in mergers and acquisitions, and interpretations of the latest market capitalization management policies, further strengthening the regulatory framework for listed companies.

Anti-commercial Bribery and Anti-corruption Indicators

Indicator	Unit	2023	2024	2025
Foreign-related commercial bribery incidents	Case	0	0	0
Anti-commercial bribery and anti-corruption training sessions	Time	/	2	0
Compliance culture promotion activities	Time	1	2	1
Compliance training sessions	Time	49	55	50
Board anti-corruption training sessions	Time	1	1	1

Anti-commercial Bribery and Anti-corruption Targets

Target	Progress
Achieve 100% coverage for anti-commercial bribery and anti-corruption training	In progress
Achieve a 100% signing rate for supplier integrity cooperation agreements	Completed

Anti-unfair competition

China Southern Airlines consistently upholds anti-unfair competition principles, has established a comprehensive anti-monopoly compliance management system, and published the Anti-Monopoly Compliance Management Volume of the *Compliance Management Manual*, which includes the *Administrative Measures for Anti-Monopoly Compliance*, the *Implementation Rules for Anti-Monopoly Compliance Management*, the *Implementation Rules for Anti-Monopoly Compliance in Meeting Participation*, and *Implementation Rules for Anti-Monopoly Compliance in International Airline Alliances*. All relevant collaborations, projects, and contracts involving anti-monopoly risks are subject to anti-monopoly compliance reviews to prevent and control such risks. The Company organizes one to two company-level anti-monopoly compliance trainings annually to strengthen anti-monopoly compliance awareness. In 2025, the Company reported no incidents of unfair competition.

In 2025



The Company had **zero** incidents of unfair competition



Protecting intellectual property (IP) rights

China Southern Airlines continues to improve its intellectual property management system, consistently optimizes intellectual property application and protection mechanisms, and systematically enhances intellectual property management efficiency. As of the end of 2025, China Southern Airlines had accumulated a total of 849 valid patents, 1,094 registered software copyrights, and 1,237 registered trademarks, marking notable achievements in intellectual property protection.

Intellectual property management



The digital intellectual property management system has been launched to enable end-to-end management of intellectual property. Each unit is equipped with dedicated IP management personnel, with clearly defined responsibilities for system oversight. The intangible asset investment management system has been enhanced through the release of the *Provisions on the Management of Intellectual Property Asset Investment*, ensuring comprehensive lifecycle management of IP asset investments before, during, and after the investment process. Knowledge of IP protection is widely promoted, and IP management training is provided both online and offline. The Company enforces strict measures against infringement of China Southern Airlines' intellectual property and supports China Southern Media in its efforts across all digital platforms to fight counterfeiting of cultural and creative products, thereby actively safeguarding intellectual property rights.



Trademark management

China Southern Airlines has developed management manuals such as the *Trademark Management Measures*, *Co-Branding Trademark Management Measures*, and *Implementation Rules for Trademark Licensing Management*, establishing a comprehensive and multi-level trademark management system. In line with the trademark licensing system, the Company carries out refined management of trademark licensing, ensuring compliant management.



Combating IP counterfeiting in cultural and creative products to defend the brand

China Southern Media launched an "Anti-Counterfeiting Campaign for Cultural and Creative Products" in response to multiple aircraft model products on the market that infringed upon the China Southern Airlines trademark. The campaign systematically identified infringing manufacturers and online storefronts, conducted in-depth investigations into their illegal activities, and filed lawsuits. As a result, it secured RMB 400,000 in compensation for infringement, thereby safeguarding the reputation of the China Southern Airlines brand and maintaining market order.



Advancing Sci-Tech Innovation

Governance

China Southern Airlines attaches great importance to technological innovation and is committed to implementing an innovation-driven development strategy. The Company continually improves its technological innovation governance system and, under the leadership of the Leading Party Members Group, has established a Science and Technology Committee to coordinate and oversee all company technological innovation initiatives. The Technology Innovation & Process Management Division acts as the lead department for managing technological innovation, responsible for implementing strategic plans, institutional reforms, resource allocation for innovation, and achievement transformation and incubation. Innovation platforms serve as implementation units for technological innovation across various business areas, responsible for advancing project incubation and technology R&D, bringing together innovative elements from industry, academia, research, and application, tackling technical challenges, promoting the transformation of scientific and technological achievements, and cultivating new productive forces.

Strategy

China Southern Airlines has clearly defined its science and technology innovation development strategy as: focusing on six major innovation directions, building an innovation ecosystem, establishing four major innovation platforms, and facilitating the transformation of a series of scientific and technological achievements—thus constructing a comprehensive innovation development system.



Focusing on six critical fields—including the development of key application software for aviation, mining the value of aviation data assets, and the development of advanced intelligent aviation equipment—the Company precisely addresses pressing issues and green transformation needs within the civil aviation industry, ensuring tight integration between innovation and business transformation.

Defining innovation directions



Four major innovation platforms have been established, among which the Airline AI Key Laboratory and the Civil Aviation Maintenance Engineering Technology Research Center are certified by the Civil Aviation Administration of China (CAAC). Working synergistically with the Sky Pearl Innovation Studio and the Flight Safety Research Institute, these platforms collectively foster technological innovation projects.

Strengthening platform support



A comprehensive management system for technological innovation has been established, issuing 30 administrative measures. These include promoting the "champions for major research projects" mechanism to ensure the quality of technological achievements, formulating management measures for achievement transformation to standardize the full transformation process, and establishing a technology appraisal and evaluation mechanism for key secondary units to effectively guide their innovation efforts.

Improving institutional support



A comprehensive "evaluation-qualification-transformation-promotion" full-chain achievement transformation system has been established to facilitate the commercialization of scientific and technological achievements. Leveraging scientific and technological achievements from flight simulator R&D, Southern Airlines Technology Company was founded under an "enterprise holding + employee shareholding" model, thus enabling a critical pathway for industrializing these achievements.

Promoting transformation of sci-tech achievements



A seven-in-one ecosystem encompassing "government, industry, academia, research, finance, services, and application" has been created, synergizing industry resources to tackle common technologies. Through four sessions of the Innovation Challenge and the Civil Aviation Four-Chain Integration Innovation and Development Conference, industry experts are brought together, fostering a vibrant innovation atmosphere and driving the deep integration of the "four chains".

Building a technology innovation ecosystem



China Southern Airlines' key sci-tech innovation initiatives in 2025

Transforming to digital and intelligent operations

The *Digital Transformation Action Plan of China Southern Airlines* is continuously updated to clearly define the latest goals and key tasks for digital transformation. The Company's AI initiatives are being accelerated with the release of the *China Southern DIT "AI+" Special Action Implementation Plan (2025-2026)*, launching projects in data empowerment, intelligent computing infrastructure, model optimization, and application leadership.

Reforming the sci-tech talent development mechanism

Detailed evaluation and appointment guidelines for key scientific and technological research positions has been formulated, clarifying staffing allocation, selection criteria, and management processes for major research projects. The promotion and advancement of scientific and technological personnel has been closely integrated with the achievement of project milestones, creating clear pathways for talent development and fostering greater initiative and entrepreneurship among science and technology professionals.

Accelerating the external transformation of sci-tech achievements

Major scientific and technological achievements have been developed, such as the "Tian Tong" system, the "Tian Ji" system, and a domestically produced, fully functional A320NEO flight simulator equipped with a flight training system tailored to Chinese characteristics. The Company organized participation in the International Air Transport Association World Safety and Operations Conference (IATA WSOC), actively promoting its mature scientific and technological achievements on the global stage.

Impact, risk, and opportunity management

The Company has issued the *Measures for Managing Opportunities for Scientific and Technological Innovation*, standardizing internal processes for identifying, evaluating, and incubating innovation opportunities. By closely integrating the innovation chain with the civil aviation industry value chain, the Company is able to anticipate and explore new opportunities for scientific and technological innovation.

Highly respected industry experts are invited to participate in the review of the Company's major breakthrough projects, ensuring that the science, professionalism, and forward-looking vision of technology innovation initiatives are upheld. By leveraging guidance from experts in industry, technology, finance, and other fields, we provide strong professional support for the successful implementation of projects and the transformation of outcomes.

Indicators and targets

Innovation-driven Indicators

Indicator	Unit	2023	2024	2025
R&D investment amount	RMB 100 million	/	/	6.07
R&D investment amount and proportion of main business revenue	%	/	/	0.33
Number of new patent applications	Case	150	162	279
Number of newly granted patents	Case	115	92	229
Cumulative number of granted patents	Case	520	612	878
Number of valid patents	Case	/	645	849





02



Committing to Safety-First for Reliable Journeys

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Response to the Global Reporting Initiative (GRI):

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Upholding Safety First

Improving safety management

Governance

China Southern Airlines applies a systematic approach to safety management, thoroughly advancing safety responsibility, risk control, process control, regulations and manuals, training and education, safety culture, and technological innovation. These seven pillars form an integrated and continuously improving safety governance system.



The Company clarifies safety responsibilities at all levels by implementing the "Three Lists" (delineating post duties, key performance indicators, and annual plans) and enforcing the "Three Appraisals" (covering special safety briefings, annual performance reviews, and internal inspections). This approach ensures that safety responsibilities are clearly defined, assigned, and enforced at every organizational level.

The Company has established the "One Chart, One Manual, One Platform" framework for its safety management system, which includes a comprehensive mind map, a system manual, and an integrated, digital, and intelligent management platform.

The management system has been extended to cover multiple domains. The Company has released the *Work Plan for Integrating Aviation Health into the Safety Management System of China Southern Airlines Co., Ltd.*, formally including aviation health within the safety framework. At the same time, safety protocols in non-aviation areas such as fire safety, food safety, and construction have been further improved, with responsibilities clarified to achieve safety management covering all domains.



Strategy

China Southern Airlines adheres to the overall safety management strategy of "Two Priorities and One Prevention", with the main theme of "consolidating the foundation, preventing risks, and enforcing strict control". The Company is thoroughly carrying out a three-year campaign aimed at addressing the root causes of production safety issues, establishing a solid safety baseline, and enhancing management efficiency.



Consolidating the foundation

- Maintain a focus on safety from a political standpoint, diligently implement directives from the Central Committee of the Communist Party of China, the State Council, and the Civil Aviation Administration of China (CAAC), introduce targeted measures to strengthen risk management in key areas, and consistently advance the closure of corrective actions required by central inspection teams;
- Focus on building key personnel teams, refine a capability-based training system, and hold technical committees accountable for their responsibilities;
- Enhance safety management efficiency by establishing the "One Map, One Manual, One Platform" framework and integrating responsibility lists with performance appraisals.

Preventing risks

- Establish a monthly safety risk and hazard analysis mechanism, including the issuance of specialized prevention and control plans and collections of typical case studies, thus strengthening responses to complex weather conditions and high-risk operational scenarios;
- Improve the emergency management system by revising emergency response plans, establishing expert teams, and building a rapid information reporting mechanism for emergency incidents;
- Strengthen incentives for hazard reporting and promote the voluntary safety reporting platform;
- Enhance technological support by advancing the research and development of the "Tian Tong" and "Tian Ji" systems, and develop a smart safety management platform.

Enforcing strict control

- Promote the effective implementation of the safety management system through ongoing audits and dedicated campaigns to enhance safety practices, systematically improve the quality, efficiency, and maturity of safety management;
- Exercise strict control over non-traditional safety areas and strengthen responsibilities for comprehensive management. By enhancing investigation and analysis, refining incentive mechanisms, and optimizing the "three-step" preemptive support mechanism for unsafe incidents, achieve a closed-loop system of safety accountability across all domains.

Impact, risk, and opportunity management

China Southern Airlines regards "risk control" as a vital component of its seven key safety systems. It has outlined major tasks such as "promoting the dynamic elimination of safety hazards", "strengthening safety risk management", and "improving the effectiveness of safety supervision", comprehensively covering the entire risk identification, assessment, and control chain.

Safety risk management measures



Indicators and targets

In accordance with the requirements of the CAAC set out in the *Three-Year Action Plan for Addressing Root Causes and Strengthening Safety Production in the Civil Aviation System (2024-2026)*, China Southern Airlines has established safety targets and regularly monitors key indicators. This approach further reinforces the integrated philosophy of development and safety, and strengthens the foundation for safety management within the civil aviation enterprise.

Safety management indicators

Indicator	Unit	2023	2024	2025
Annual safe flight hours	10,000 hours	284.2	314.8	330.9
Cumulative safe flight hours	10,000 hours	3,006	3,248.9	3,480.9
Consecutive months of flight safety operations	Month	290	302	314
Consecutive months of aviation security	Month	355	367	379
Number of accountable incidents	Case	0	1	0



Strengthening emergency response capabilities

China Southern Airlines continues to strengthen its emergency management capabilities by issuing the *China Southern Airlines Emergency Management Regulations* to reinforce compliance and process control. The Company conducts maturity assessments of its emergency response plan system and revises company-level plans such as the *Comprehensive Emergency Plan* and the *Special Emergency Plan for Aircraft Operations* to further improve their practicality and operational effectiveness.

The Company works collaboratively with external expert teams to conduct core risk assessments in emergency management, identifying scenarios involving major emergencies and developing strategies for risk mitigation and prevention. An Emergency Management Office was established, along with a rapid emergency information reporting mechanism, to strengthen the Group's overall coordination and resource allocation for emergency management. Additionally, an emergency response expert team composed of professionals from flight operations, maintenance, operations control, and other specialties was formed to provide expert support for incident command and decision-making.

The Company actively carries out emergency drills. At the corporate level, two comprehensive drills covering aircraft accidents and aviation security were organized, as well as specialized drills on topics such as production system outages, fire safety, and response to employee foodborne illness incidents. Each subsidiary conducts a variety of on-site emergency drills tailored to their actual operational scenarios. By emphasizing readiness through regular exercises, the organization continuously hones and enhances its overall emergency response capabilities.

Case Guangzhou Baiyun Airport successfully conducts comprehensive aircraft runway incident emergency drill

Guangzhou Baiyun Airport, in collaboration with emergency response units including the Airport Public Security Bureau, the CAAC Central and Southern Regional Administration, and China Southern Airlines, conducted a comprehensive 2025 aircraft accident drill. A total of 102 personnel from various Guangzhou-based organizations participated in the exercise. The drill simulated a scenario where an aircraft's engine catches fire during takeoff roll, causing it to veer off the runway. The entire process lasted 38 minutes. The exercise tested the operability of the "Special Emergency Plan for Aircraft Operations", strengthened the situational awareness of frontline personnel, and further refined the joint response mechanism among the airport and local firefighting forces, characterized by "information exchange, resource sharing, and coordinated operations".



Fostering a robust safety culture

China Southern Airlines continuously promotes the development of a strong safety culture by ensuring widespread and ongoing safety education for all staff, focusing on enhancing employees' safety competency, and creating an atmosphere where "everyone prioritizes safety and incorporates it into every aspect of their work".

The "Work Safety Month" serves as a key platform for promoting safety culture throughout the organization. A range of initiatives were organized around the theme of "Everyone Prioritizes Safety and Everyone Knows Emergency Response", including hosting the "Safety Lecture Hall", establishing a "Safety Publicity and Consultation Day", launching a "Safety Dialogue" column, and broadcasting safety awareness films in various venues, thus creating a comprehensive publicity network. Case-based education was enhanced by adopting a "no more than one page" approach, ensuring concise presentation of key points and interpretations, thereby fostering the internalization and practical implementation of safety concepts.



Work Safety Month Campaign

Ensuring Aviation Safety

Adhering to the holistic view of national security and upholding a constant sense of responsibility, China Southern Airlines has continually improved its safety management system, enhanced flight risk monitoring, ensured the support for key flights, strengthened pilot competency training, and enforced professional conduct and discipline, thereby laying a solid foundation for safe flight operations.



Strengthening technological support

We have advanced the development of the "Tian Tong" aircraft health remote diagnostics system to mitigate major mechanical failure risks, progressed the research and development of the second-generation "Tian Ji" flight planning system to enhance the safety and reliability of flight planning, and created an intelligent safety management platform that incorporates data analytics and artificial intelligence technologies to dynamically monitor the quality and effectiveness of safety management across all departments and systems, providing models and data support for precise regulatory oversight.

Enacting rigorous prevention and control of flight risks

Comprehensive and meticulous safety inspections have been organized, focusing on key areas and critical stages of aviation operations. We have issued the *Risk Prevention and Control Plan for Severe Convective Weather During the Flood Season (2025 Revision)* and the *Collection of Typical Adverse Weather Risk Cases (2025 Edition)*, strengthening our response to high-risk scenarios such as mass diversions, thunderstorm circumnavigation, marginal weather, high-volume nighttime operations, and mechanical failures. The enhanced measures address operational support, external coordination, diversion options, duty shifts, and aircraft overnight arrangements. The *Major Fault Risk Control Plan for Flight Operations* and the *Plan for Enhancing Major Mechanical Failure Control in Maintenance* have been issued. Continuing efforts are being made to prevent engine in-flight shutdowns and to implement preventive maintenance on critical components. A three-tier maintenance communication mechanism involving maintenance, operations control, and flight crews has been established to strengthen end-to-end risk management for mechanical failures.

Enhancing flight crew capabilities

Centering on the safety competence model, the Company promotes the development of a management personnel capability assessment system, develops targeted high-quality courses, and carries out customized training to continuously improve the professional competence of the safety supervision team. By enhancing systems for technical management and training, the Company guarantees that training content keeps pace with evolving safety risks.

Strengthening safety disciplines

An evaluation system for pilot professionalism competence was established, covering 26 indicators across 6 categories. By applying quantitative appraisals of professionalism and the "four forms" of oversight, tiered and categorized management of non-consequence violations was achieved. The *2024 Case Collection of Typical Discipline Issues in the Aviation Security System* was compiled to provide warning and education for all staff members. Routine supervision and closed-loop rectification were strengthened through the use of duty conduct questionnaires, onsite inspections, body-worn recorders, and video surveillance. The *Management Plan for Key Personnel in the Aviation Security Department* was formulated, clarifying the entry standards and management measures for key personnel.

Improving extreme weather response capabilities

For scenarios such as typhoons, timely special warnings have been issued, covering typhoon progression, contingency plan adjustments, and equipment protection. Special inspections for typhoon preparedness were carried out, focusing on the effectiveness of contingency plans, material reserves, aircraft and equipment tie-downs, flood prevention measures, and the accessibility of emergency routes. Flight units optimized crew scheduling by prioritizing stronger crews for high-risk flights and strictly implementing 24-hour duty rosters, ensuring robust emergency response and operational recovery capabilities during extreme weather conditions.

Executing major national transportation missions

The Company successfully executed a wide range of major national transport missions. As the exclusive carrier for the repatriation of telecom fraud suspects from Myanmar and Thailand, it efficiently operated 103 flights, safely escorting over 6,600 individuals back to China. For the 15th National Games of the People's Republic of China, the Company implemented dedicated plans and emergency protocols, ensuring the secure handling of 3,519 event-related flights, which transported more than 16,000 passengers, including 44 VIP flights. Furthermore, it delivered high-quality services for high-profile events such as the "Two Sessions", the China International Import Expo (CIIE), and emergency meetings under the Belt and Road Initiative. To achieve this, the Company established special task forces, enabling precise management and scientific resource allocation.



Safeguarding Information Security

Data security and privacy protection

Governance

China Southern Airlines places paramount importance on the security of data assets and the protection of user privacy. We have developed a comprehensive data security and privacy protection system that covers multiple dimensions, including physical environment security, network security, system security, network data security, and personal data protection. By integrating organizational collaboration, standardized procedures, and technological empowerment, the Company has established an effective joint prevention and control mechanism, comprehensively protecting corporate data security and user privacy rights. During the reporting period, no data security incidents occurred.



ISO 27001 Information Security Management System Certification

DSMM Level 3 Certification

Strategy

China Southern Airlines has enhanced its network data security protection by establishing a network data security management system that covers all global business lines of China Southern Airlines and its affiliated companies or subsidiaries. The Company implements technical measures such as encryption, data backup, access control, and security authentication to protect network data from tampering, destruction, leakage, unauthorized access, and illegal use, and actively safeguards against criminal activities conducted through network data.

Encrypting critical customer information

Sensitive customer data is encrypted using secure encryption algorithms for storage protection, and plain text display is strictly prohibited. No data is retained on data processing terminals. Personal information is transmitted in encrypted form from the source to prevent data theft or tampering.

Controlling access to data

A role-based access control model is implemented, with permissions assigned by responsibility and associated with specific user accounts. Multi-factor authentication is enforced, all data access activities are audited, and access records of user accounts are retained.

Applying data desensitization technologies

When production data is used during development, testing, and other stages, a combination of static and dynamic data masking is employed to ensure that sensitive information is not disclosed.

Strengthening authentication mechanisms

Multi-factor authentication is implemented for critical internet system applications, adding a second authentication factor, such as facial recognition or SMS verification codes, on top of standard account passwords. This effectively prevents identity impersonation.

Standardizing data collection and retention

Data is collected strictly on a need-to-know basis, with clearly defined retention periods for various types of information. Upon expiration, data is either deleted or anonymized by the system. Storage environment security is reinforced to ensure reliable data backups and disaster recovery.



Impact, risk, and opportunity management

China Southern Airlines has established a comprehensive defense system covering the entire lifecycle of data breaches—before, during, and after an incident—based on proactive technical monitoring, well-defined emergency response procedures, and a multi-level coordinated emergency management organization.

A data breach early warning mechanism has been established, leveraging technologies such as network traffic monitoring, system log analysis, internet asset mapping, and regular security assessments to enable proactive risk identification and early mitigation;

The *Network Security Management Measures*, the *Special Emergency Response Plan for Network Information Security Incidents*, and the *Personal Information Security Incident Emergency Response Plan* have been developed. These documents clearly define incident classification, handling procedures, and follow-up actions. They also specify, in detail, the reporting entities, timeframes, lead departments, and requirements for review and rectification for incidents of varying severity;

An emergency response team has been established and structured as follows: Decision-making and review are conducted by the Network Security and Digitalization Committee; Overall coordination is managed by the Data Protection Compliance Officer; The Technology Innovation & Process Management Division leads the formation of the core emergency team; Designated emergency response units carry out execution; and the Laws & Standards Department together with the Publicity Department provide collaborative support.

Indicators and targets

China Southern Airlines sets clear annual targets and quantitative targets across key areas such as "data leakage risk prevention and control", "data security audit", and "user rights and transparency". Through regular reporting, dynamic monitoring, and continuous improvement, the Company promotes the institutionalization and normalization of data security and privacy protection, effectively strengthening the enterprise's data security defense and safeguarding user privacy rights.

Data Security and Privacy Protection Indicators

Indicator	Unit	2023	2024	2025
Number of privacy leakage incidents	Case	0	0	0
Data security compliance audit pass rate	%	/	100	100
Employee privacy protection training sessions	Time	/	/	2

Data Security and Privacy Protection Targets

Category	Target	Progress
Prevention and control of data leakage risks	Eliminate all major data security risks identified in 2024 and earlier by the end of 2025	No major data security risks were identified
	Effectively prevent new major data security risks from emerging by the end of 2025	In progress
Data security audit	Achieve a 100% pass rate in external data security audits by the end of 2025	Completed
Privacy policy management	Ensure a 100% user notification rate for updates to the privacy policy and key terms by the end of 2025	Completed

Conducting information security audits

China Southern Airlines has carried out a series of multi-level information security audits, establishing a closed-loop management system integrating four dimensions: national compliance, international standards, dedicated data audits, and industry supervision. This integrated approach ensures and continuously enhances the Company's overall information security protection capabilities.



Strengthening information security training

China Southern Airlines continuously enhances the information security awareness and practical skills of all employees, both full-time and part-time. The Company organizes internal phishing email simulations and internal cybersecurity attack-defense exercises to verify and improve the effectiveness of its security defenses and employee vigilance. Training on the *Network Security Review Guidelines* is provided to ensure information system development and procurement comply with security requirements. Additionally, compliance management training for the "Four Integrations" is delivered to key roles such as Technical Committee members and IT liaisons.



Online Training on Personal Information Protection for Staff in Information-related Positions across all China Southern Airlines Departments

Strengthening third-party data management

China Southern Airlines regulates third-party data processing through contractual agreements and process reviews, systematically defining the data security rights and responsibilities of all parties and effectively controlling external data security risks.

Contractual safeguards

Suppliers and partners are required to sign the *Non-Personal Data Processing Agreement* and the *Personal Data Processing Agreement*, mandating them to establish data security protocols in accordance with the law. They are obliged to protect both China Southern Airlines' confidential information and their own confidential information, and must implement protective measures before disclosing such information to any third party. Suppliers and partners are also required to protect the confidential information of third parties, including all information obtained or created while providing services to China Southern Airlines, our customers, and employees. Critically, China Southern Airlines always retains the right to audit data. In addition, the *Confidentiality Agreement* is required as a mandatory attachment in the procurement and contract signing processes, and is subject to review to prevent data leakage risks at the source.

Data sharing

Information is shared or disclosed with affiliates, suppliers, partners, or government departments only as required by laws, regulations, or regulatory authorities. Personal data is not rented, sold, or otherwise provided to third parties for any other reason. For third-party Software Development Kit (SDK) embedded in the app that are essential for its functions, we strictly follow the "Notice and Consent" principle. Personal data will only be used for secondary purposes after explicit user consent is obtained. The app ensures customer authorization is secured before any use of personal information, and offers clear options for users to grant, withdraw, re-grant, or provide separate consent. Once users uninstall the app or delete their account, the relevant SDKs will stop collecting information, effectively terminating third-party data collection.

Protecting Passenger Safety

Upholding cabin safety with the highest standards

China Southern Airlines consistently upholds the "safety first" philosophy, placing passenger safety above all else. The Company continuously enhances scenario-based risk prevention and standardized procedures, taking concrete actions to safeguard every passenger's journey. These efforts exemplify the responsibility and commitment of a central SOE in the field of aviation safety.

Mitigating lithium battery fire and smoke risks

Strictly implementing the CAAC's *Notice on Special Inspection of Cabin Lithium Battery Protection Equipment*, the Company has established a four-dimensional prevention and control system integrating policies, equipment, personnel, and emergency response. At the policy level, a strict rule prohibits the use of power banks for charging throughout the entire flight, as outlined in the *Lithium Battery Risk Prevention and Control Standard Operating Procedures (SOP)*. In terms of equipment, all necessary protective devices, such as containment boxes and fire-resistant bags, are fully provided. For personnel, over 52,000 employees have undergone specialized training in lithium battery protection and emergency response. On the emergency front, cabin inspections and enforcement of compliance have been strengthened, with any passenger who refuses to comply or causes an emergency handled as a disruptive incident, ensuring early detection and intervention of potential hazards.



Training on Lithium Battery Risks Prevention and Emergency Response

Preventing injuries from in-flight turbulence

To mitigate the risk of passenger injuries due to turbulence near restroom areas, multiple departments jointly launched the "Special Circumstance Reserved Seating" initiative. By utilizing the manageable space at the rear of the cabin, temporary seats are provided for passengers waiting for restrooms. During sudden turbulence, these serve as "safe islands", allowing standing passengers to immediately sit and fasten their seatbelts, effectively reducing the risk of bumps and fractures.

Preventing slip and fall injuries

To address the seasonal risk of slippery cabin floors—caused by winter de-icing fluid tracked in from northern regions, or increased by rain and snow—the Cabin Service Department continues to promote the use of "new anti-slip mats". This "physical safeguards and administrative controls" approach supplements verbal warnings with physical protection, safeguarding both crew occupational safety and passenger travel safety.

Combating "in-flight disruptive" behavior

China Southern Airlines continues to strengthen its special rectification campaign against in-flight disruptive behavior, working to establish long-term mechanisms and enhance capabilities for lawful handling. In 2025, a total of 1,024 onboard incidents were handled, including 222 cases of disruptive behavior reported by crew. The rate of disruptive incidents decreased by 7% year-on-year. The compliance rate for disruptive passenger handling reached 99.7%. By ensuring firm, stringent, and swift responses, the Company successfully avoided any negative public opinion incidents arising from "in flight disruptive" behavior, effectively safeguarding the safety and stability of flight operations.

Refining response protocols

We continually revise manuals and regulatory procedures such as the *Aviation Security Officer Work Manual* and the *Cabin Crew Guidelines for Handling Disruptive Incidents and Unruly Passengers*. These revisions address new trends and characteristics of disruptive behaviors, including unauthorized use of power banks, fan disturbances, and disruptions caused by internet influencers, incorporating them into our handling guidelines to provide standardized, practical guidance for frontline staff.

Strengthening response capabilities

We have developed training materials for handling disruptive passenger incidents and organized training sessions for flight crews and ground service departments. Competency enhancement training and assessments for aviation security officers have been conducted to strengthen their response capabilities. In cooperation with the Airport Public Security Bureau of the Guangdong Provincial Public Security Department, we have conducted integrated air security drills to test procedures at each stage and assess interdepartmental coordination, thereby identifying weaknesses, making improvements, and enhancing readiness through practical exercises.



Competency Enhancement Training and Appraisal for Aviation Security Officers



Specialized Drill for Handling In-flight Threat Information

Enhancing external collaboration

We conducted joint professional exchanges with the School of Police Command and Control under the China People's Police University on typical onboard disturbance incidents, drawing on the handling experience of public security agencies. Discussions were also held with the Airport Public Security Bureau of the Guangdong Provincial Public Security Department regarding the prevention and control of smoking by passengers on international flights, enhancing our capability to address typical onboard disturbances. Additionally, an information sharing mechanism was established with the National Civil Aviation Big Data Training and Combat Center for Public Security, providing accurate data support for the prevention of onboard disturbances.



Signing an Information Sharing Agreement with the National Civil Aviation Big Data Training and Combat Center for Public Security

Applying rigorous food safety management

China Southern Airlines attaches great importance to food safety management, having established a comprehensive food safety risk control system covering the entire supply chain from source to end. By integrating source control, technological applications, and safety culture development, the airline has reinforced its safeguards to ensure the safety of in-flight meals.





03



Elevating the Travel Experience with Excellent Service

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Response to the Global Reporting Initiative (GRI):

2-2, 2-24, 417-1



Ensuring Smooth Flights

Strengthening operations management

China Southern Airlines has deepened the construction of its integrated operations system. From flight planning and resource scheduling to operational support, we have comprehensively enhanced the capacity of crew resources to support the Company's operations. In 2025, there were no flight cancellations due to crew-related reasons.



Improving crew resource utilization efficiency

Following the strategies of maximizing the use of wide-body aircraft, fully leveraging narrow-body aircraft, and increasing the utilization of domestic civil aircraft, we have further optimized the allocation of flight crew resources, piloted the collaborative operating and training model in the Northern Region, and maximized crew in-flight time utilization.



Enhancing crew resource guarantee capacity

We have established a mechanism to align operational tasks with training activities, promoting integrated coordination between flight and non-flight tasks and progressively achieving greater visibility and standardization of non-flight duties. Taking into account crew fatigue factors, we balance the operational workload across all flight units to prevent operations exceeding support capacity.



Enhancing operational support

We have improved the three-tier duty system, clarified the detailed rules for handling large-scale flight delays, established and refined the air-to-ground technical support system, and ensured robust support for key flights. In 2025, we ensured the successful operation of 3,926 key flights for major events, including the Asian Winter Games, the 80th Anniversary of the Victory in the War of Resistance Against Japanese Aggression, and the Fourth Plenary Session of the 20th CPC Central Committee.

Ensuring on-time departures

China Southern Airlines focuses on unexpected situations such as flight cancellations, delays, and diversions. Through optimizing the operational scheduling mechanism, strengthening meteorological early warning analysis, and enhancing the emergency response plan system, we have improved flight operation reliability and effectively ensured smooth travel for passengers. In 2025, China Southern Airlines achieved an on-time flight rate of 91.01%.

In 2025



In 2025, China Southern Airlines achieved an on-time flight rate of

91.01%



Adhering to the principle of "operating all scheduled flights whenever possible"

We have eliminated unnecessary flight cancellations caused by insufficient internal support resources, further advanced key measures such as cross-unit collaboration and dynamic optimization of capacity deployment, and made every effort to ensure the stability of flight operations.



Enhancing the efficiency of AOC hubs

We have enhanced the operational efficiency of our three major hubs in Guangzhou, Beijing, and Urumqi across flight scheduling, operational support, and passenger services, and implemented "Quick Transfer" and "Fast Transit" mechanisms to ensure smooth flight operations.



Improving operational service quality

We regularly hold operational coordination meetings to address and resolve operational challenges, optimize key segment procedures, and effectively improve coordination efficiency and flight on-time performance.



Unifying capacity deployment platform

By considering seasonal weather patterns and the regularity of market peak and off-peak periods, we have optimized flight schedules, established a dynamic three-day load control mechanism, implemented precise aircraft type allocation, and ensured the efficient capacity deployment.



Optimizing the meteorological early warning system

For regional extreme weather, we have established a meteorological service model featuring "progressive forecasting, gradual early warning, and follow-up services", enhancing the synergy between meteorological alerts and operational coordination.



Strengthening early warning mechanism for critical-load flights

We have strengthened the early identification of critical payload status, promoted refined management and control of support processes, and mitigated the risk of flight delays caused by last-minute aircraft swaps.



Stakeholder feedback:

"The takeoff was very smooth. There was no sudden upward sensation, nor any feeling of weightlessness. My husband, who is usually very anxious about flying, felt his anxiety significantly eased on this flight. I would like to express my heartfelt gratitude and offer my praise and recognition to the crew."

— Passenger commendation call for the pilot of Flight CZ3600 on November 14, 2025

"My flight was delayed due to severe weather that day, and I was once concerned I might not be able to smoothly continue my subsequent journey. However, thanks to the professional assistance and warm service from your crew, ground staff, and pilots, I ultimately arrived at my destination without issue. I am writing to express my sincere appreciation."

— Compliments from a passenger to all staff of Flight CZ8801 on April 11, 2025



Case

China Southern Airlines' efforts in tackling Typhoon Ragasa

In September 2025, in response to Super Typhoon Ragasa, China Southern Airlines promptly activated its typhoon early warning mechanism. The Company developed scientifically driven flight plans for over ten affected airports, including Guangzhou, Shenzhen, and Zhuhai. Typhoon data was tracked in real time using the Enhanced Meteorological Information System, and phased flight adjustments were made through a "stepwise decision-making" approach to fully ensure passenger travel safety. At Guangzhou Baiyun International Airport, China Southern Airlines optimized the zoning of check-in and rebooking counters, added additional rebooking counters, and coordinated with customer service to open a dedicated rebooking support hotline to prevent passengers from being stranded at the airport. Meanwhile, in response to canceled flights, China Southern Airlines established a baggage handling area at the Guangzhou hub, with dedicated staff to handle the collection and return of passengers' baggage, reducing their waiting time. In addition, China Southern Airlines General Aviation deployed 8 helicopters and professional crews on 24-hour emergency standby. The maintenance facility ensured continued airworthiness and was ready to carry out emergency rescue flight missions at any time.



Optimizing Product System

Baggage services

By focusing on four key service elements—on-time delivery, clear information, meticulous organization, and kapok station—China Southern Airlines has launched the "Heartfelt Care for Baggage" initiative. As part of this initiative, we have introduced ten service measures, including end-to-end enhancements in baggage delivery efficiency, the implementation of the carousel responsibility system, and integrated support for irregular baggage situations. These efforts further enhance the quality of our baggage transportation services and convey our "Affinity and Refinement" service philosophy to passengers.

Onboard catering

China Southern Airlines practices the service philosophy of "Conveying Emotions through Food, Enhancing Travel through Cuisine, and Elevating Taste through Excellence". We are dedicated to continuously innovating regional specialty meals to create "Culinary Map of China Southern Airlines". We have launched a targeted initiative to upgrade in-flight catering standards, developed unique specialty catering products, formulated R&D strategies, established the "China Southern Airlines Culinary Innovation Studio", conducted R&D training, and consistently promoted both paid meal selection and electronic meal ordering services.





China Southern Airlines held the "Gourmet Southern Airlines: A New Culinary Journey" Onboard Catering Service Experience Upgrade Launch Event

On October 15, 2025, China Southern Airlines held the "Gourmet Southern Airlines: A New Culinary Journey" onboard catering service experience upgrade launch event, where it officially unveiled a comprehensive onboard catering upgrade plan featuring new meals, new experiences, and new initiatives.

New meals

Considerate services for passengers' taste buds

Actively responding to passengers' expectations for onboard meals that are nutritious, diverse, and flavorful, we have launched the "China Southern Airlines Food Map" initiative. With the development goal of "One Region, One Flavor; One Season, One Refresh", we create signature local dishes for 16 locations including Guangzhou, Beijing, Shanghai, and Urumqi, tailored to the seasonal changes of spring, summer, autumn, and winter—delivering on our promise of renewed culinary offerings.



New experiences

Thoughtful optimization of catering services

Building on the catering upgrades, we have also refreshed onboard amenities, tableware, and fragrances to curate a brand-new in-flight dining experience. For example, we introduced the economy class "Four Seasons in the Cloud" amenity kits, which change with the seasons; innovative tableware in "Cloud Kapok" business class inspired by the fusion of round and square fan designs; and the "Soaring with the Wind" fragrance collection. These enhancements create a multi-dimensional dining experience across all cabins.



New initiatives

Attentive engagement for mutual development

By closely attuning to passengers' needs, we have launched the "Gourmet Taster" program, recruiting frequent travelers, culinary experts, well-known aviation bloggers, and other professionals to form a "Gourmet Taster" team. Through immersive experiences such as "in-flight tasting" and "ground simulation tasting" events, we are jointly shaping new pathways for in-flight meal R&D and continually improving the quality of airline catering.



Business and leisure travel

Focusing on passengers' travel efficiency, we have pioneered the "15-Minute Boarding" service to strengthen the travel advantages of "China Southern Air Shuttle" and upgrade the business travel experience. We have also innovatively launched services including "Cloud Birthday Celebration", "Cloud Baduanjin", "Care for the Elderly and Children", and "Cloud Fun for Kids", further enriching the "Kapok Series" and "Cloud Series" service product systems. Centering on important nodes and market demands, we operated 287 themed flights such as "Kapok Festival", "Low-Carbon Theme", "To the Wonder", and "Social Responsibility Flight", building a characteristic themed flight matrix.

In 2025



Pioneered themed flights

287



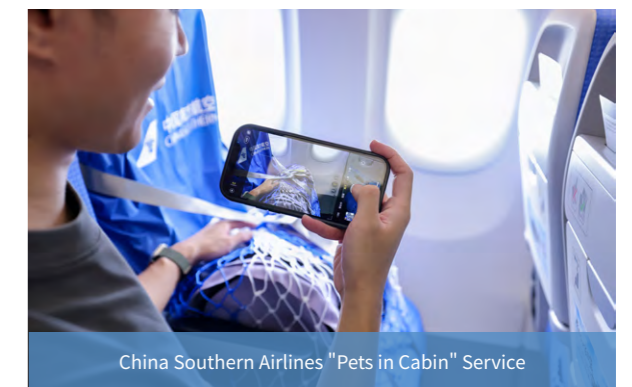
Industry first: 15-Minute Boarding

On July 8, 2025, China Southern Airlines became the first in the industry to introduce the "15-Minute Boarding" service. This service eliminates the check-in counter closure (check-in cutoff) time requirement. Passengers only need to complete security screening and arrive at the boarding gate before it closes, i.e., at least 15 minutes prior to the scheduled take-off time, breaking the longstanding domestic CAAC practice of closing check-in counters 30 to 40 minutes before departure. Currently, the "15-Minute Boarding" service covers a total of 26 routes and an average of 200 flights per day across China Southern Airlines' three major hubs: Guangzhou, Beijing Daxing, and Urumqi, Xinjiang. The Guangzhou hub leads the way with 100% coverage of all domestic departure flights under "China Southern Air Shuttle", further enhancing convenience for passengers through broader and deeper service integration.



Pet-friendly service

China Southern Airlines continues to iterate and enhance the support capabilities and service procedures of its "Pets in Cabin" product. Pet-friendly flight alerts are now provided when purchasing tickets, exclusive boarding passes are issued for pets, and the airline is the first in the industry to introduce pet-specific seat covers and protective harnesses. Destination station restrictions have been removed, and the number of operational routes has expanded to over 450, further meeting the needs of passengers traveling with their pets.



Insurance service

To address passengers' risk protection needs, China Southern Airlines has launched 8 new products, including flight delay insurance with 30-minute claim settlements and pet medical insurance. The airline has also introduced 7 innovative bundled products, such as International Flight Protection and Fly Global+ Insurance, to establish a comprehensive insurance product portfolio and provide passengers with full travel protection and peace of mind.

Delivering Outstanding Service

Improving service management

China Southern Airlines is committed to establishing "Five-Dimensional" services characterized by humanity, digitalization, refinement, personalization, and convenience, providing passengers with first-rate "Affinity and Refinement" service. For eight consecutive years, we have received the "Best Airline Award" in the Civil Aviation Passenger Service Evaluation (CAPSE), and for fifteen consecutive years, we have ranked first in the aviation service category of the China Brand Power Index.

Service management system



We have revised and improved documents such as the *Transport Service Management Manual – Cabin Service Management Volume*, the *Ground Handling Support Manual*, and the *Onboard Catering Service Management Measures*. These updates include optimizing service details for special passengers, adding new procedures such as urgent transfer passenger service specifications, improving in-flight meal supply for flight delays, and refining the process for handling flight overbooking, all aimed at continuously enhancing the end-to-end travel experience for our passengers.



We have formulated the *Measures for the Administration of the Product and Service Quality Expert Database* and the *Working Rules for the Product and Service Quality Expert Database*, established an expert database of 56 members based on the requirements for improving product and service quality, and developed the *Specialized Product and Service Quality Evaluation Report (Template)*. Expert evaluations were carried out to enhance product and service quality.



We have issued the *Management Plan for Cabin System Chief Attendants*, established a closed-loop lifecycle management system, and comprehensively improved chief attendants' flight management and practical operation abilities. In 2025, each unit organized specialized training on service compliance management to systematically enhance all employees' capabilities in service risk prevention and control.



We have further optimized transfer connection measures, as well as accommodation standards and support procedures for passengers affected by flight delays; established a joint rebooking mechanism, launched the "Rebooking with QR Code" mini-program to facilitate self-service rebooking for passengers, clarified the requirements for coordinated rebooking between ground handling and customer service, as well as between departure and transfer stations, and provided 24-hour rebooking support for overseas offices.

Building a service brand

Focusing on brand development, passenger experience management, and product innovation, China Southern Airlines has issued the *China Southern Airlines Service Brand Building Guidelines* to further refine the essence of the service brand, standardize the service brand architecture, clarify the requirements for the development, application, and approval of brand-level products, and strengthen the comprehensive management of the service brand. In building its service brand, the Company has renewed its in-flight service by introducing products such as "Cloud Baduanjin" and "Cloud Fun for Kids". The innovative "Premium Courtesy of China Southern Airlines" festival IP series was developed, and the "Cloud Birthday Celebration" with the "Four Ones" service was launched for birthday passengers. In addition, themed services for the "15th National Games" were introduced, offering a wide range of travel benefits for event personnel.



China Southern Airlines Received the 2024 CAPSE Best Airline Award



China Southern Airlines Received the 2024 CAPSE Most Valuable Chinese Airline Brand in Chinese Mainland Award

Case China Southern Airlines VIP lounge visually refreshed: "Elegant Rhyme of the South" embodies the service philosophy of "Affinity and Refinement"

In 2025, China Southern Airlines officially opened its visually refreshed domestic lounge (expanded area) at Guangzhou Baiyun International Airport. The newly upgraded China Southern Airlines VIP Lounge is named "Kapok Pavilion", inspired by the "Kapok in Full Bloom" in China Southern Airlines' brand logo and rooted in the new era's "Sunshine China Southern Airlines" culture. With the theme "Elegant Southern Charm, Warm Departure", the revitalized lounge showcases Lingnan regional features, the essence of traditional Chinese culture, and a modern civilized ambiance, providing passengers with an immersive experience of Chinese cultural heritage while enjoying China Southern Airlines' premium services. After the completion of the expanded area, the total area of China Southern Airlines' domestic lounges at Guangzhou Baiyun International Airport has increased to 3,300 square meters, with 560 seats, enabling the lounges to serve over 4,000 passengers with enhanced service quality each day. In the future, the visual refresh will be unveiled in more China Southern Airlines lounges, making "Sunshine China Southern Airlines with Chinese Style" and "Kapok Blossom, Warm Service" the most memorable brand impressions in passengers' travel experiences and memories.



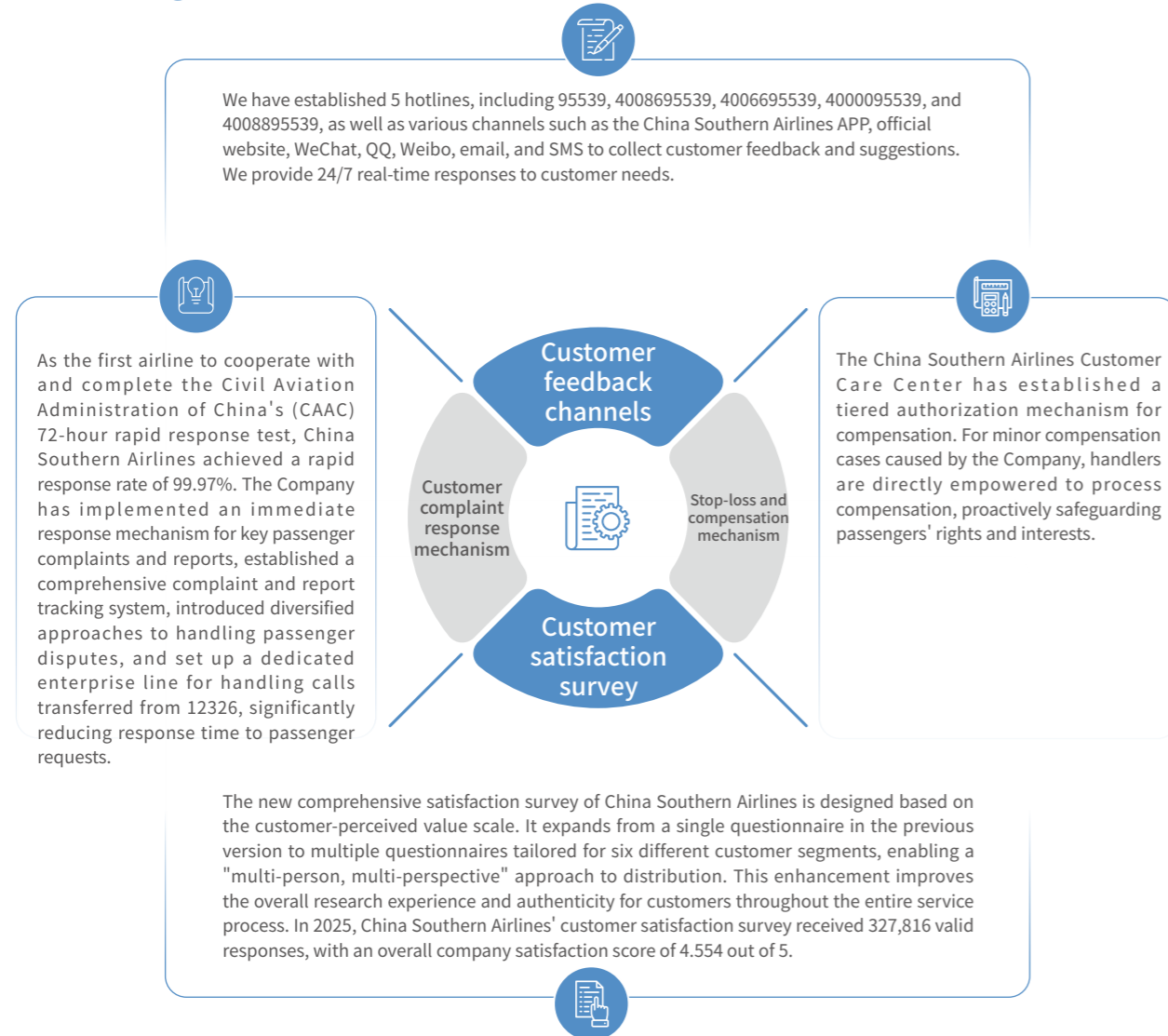
In 2025



Total area of China Southern Airlines' domestic lounges at Guangzhou airport increased to

3,300 square meters

Listening to customer opinions



Stakeholder feedback:

"Today, I traveled on China Southern Airlines flight CZ3601. From check-in to touchdown, I was surrounded throughout by the attentive care and enthusiastic service of all your company's staff. At every stage and with every interaction, I deeply felt that China Southern Airlines' 'Customer First' service philosophy is genuinely embodied in the actions of every employee."

"I would like to extend my sincere gratitude and appreciation to all the crew members of your company's flight CZ8025 (Zhengzhou-Kuala Lumpur) on October 19, 2025. This flight was nearly full and operated as a late-night international route. Even on such a long and exhausting overnight flight, the cabin crew consistently maintained a warm, attentive, and professional service attitude—unaffected by the length of the journey or the number of passengers—which was truly impressive."

Protecting customer privacy

China Southern Airlines fully respects and safeguards passengers' rights regarding personal information. We have formulated clear and easily understandable privacy policies to ensure users are fully aware of their privacy rights and to effectively protect customer privacy.

Use of third-party SDKs

To provide services, fulfill legal obligations, and ensure safety, the Company may share passenger information with relevant third parties and utilize third-party SDKs. Beyond the basic functions, passengers may voluntarily enable additional functions. Upon uninstallation or account cancellation, the SDK will cease operation. Passengers may exercise their rights as set forth in the privacy policy.

Proactive notification

The 95539 IVR voice channel has implemented privacy notifications. In the event of exceptional circumstances during service delivery, the airline may ask passengers to provide necessary personal information and will strictly maintain confidentiality. Passengers will also be guided to visit China Southern Airlines' official website to review the privacy policy.

Information collection consent

Before collecting personal information from passengers, the Customer Service Department must obtain their explicit consent in advance. For instance, when uploading documents, the system clearly states the intended use of the data, and attachments can only be uploaded after the passenger has confirmed their consent.

Full-process information protection

The desensitization mechanism is continuously upgraded and optimized. Agents can only access the passenger's complete information while handling a current transaction; once the process is completed, the system automatically switches to desensitization mode. Sensitive fields such as ID numbers, mobile phone numbers, ticket numbers, membership card numbers, and names are all masked, effectively ensuring passenger privacy and security.

Enhancing passenger experience

China Southern Airlines continues to optimize its service functions, enhance the membership service system, strictly uphold the principles of responsible marketing, and comprehensively protect the legitimate rights and interests of passengers, consistently improving the travel experience for passengers.

Membership system upgrade

China Southern Airlines' brand-new membership system has been officially launched. Focusing on passengers' core needs and concerns, the system comprehensively enhances the accessibility of membership services through measures such as enriching mileage accrual rules, improving membership retention mechanisms, and upgrading mileage extension policies.

<p>Diverse mileage accrual scenarios</p>	<p>The scope of mileage accrual has been expanded to include more booking classes and significantly more scenarios. Accrual is now available for additional airline products and services such as upgrades, seat selection, and baggage, as well as merchandise in the Sky Pearl Mall, insurance, and other ecosystem offerings.</p>
<p>More mileage redemption options</p>	<p>Members' mileage can not only be redeemed for a variety of aviation products such as air tickets, cabin upgrades, seat selection, baggage, and in-flight Wi-Fi, but also for a wide range of partner products through both online and offline channels, including the China Southern Store and Wallet, meeting diverse travel needs.</p>
<p>Exclusive membership retention benefits</p>	<p>The new membership system introduces preferential retention rules. Based on qualifying miles and segments, Platinum, Gold, and Silver members may enjoy up to 20% off the qualifying standard for first-year retention, and up to 30% off for three consecutive years of retention.</p>
<p>Premium grading overflow benefits</p>	<p>Grading overflow benefits are available to Platinum and Gold members. Members who fly beyond the required thresholds can earn additional rewards, allowing qualifying miles and segments accumulated to continue contributing towards greater benefits, maximally safeguarding elite member privileges.</p>
<p>Straightforward mileage accrual method</p>	<p>We have introduced the "consumption amount" as the primary method for mileage accrual calculation. Under the new rules, both qualifying miles and bonus miles can be directly calculated based on the ticket price, ensuring passengers can clearly see the rewards for every unit of money spent.</p>
<p>User-friendly mileage extension protection</p>	<p>Mileage extension benefits are offered to real-name verified members aged 70 and above, Platinum and Gold card members, and all real-name verified members who purchase designated classes. For those who meet the extension criteria, the validity period of bonus miles will be extended from the original 36 months to lifetime validity.</p>

Responsible marketing

China Southern Airlines has developed a comprehensive responsible marketing governance framework, systematically ensuring the authenticity, transparency, and compliance of all marketing activities, and continuously upholding consumer rights and brand reputation.

We have established the platform rules for China Southern Store, enhanced merchant information disclosure methods and the display standards for product detail pages, ensured the completeness and accuracy of product/service information, and prominently highlighted key terms such as risks and restrictions.

At key points such as membership registration and product purchases, we have optimized procedures including the acknowledgment checkbox for reading the membership manual and the display of updated terms to safeguard users' right to know. We have regulated marketing communication language, and prevented consumers from being misled.

We strictly comply with the requirements of laws and regulations such as the *Advertising 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*. In accordance with internal management documents such as the *Measures for the Administration of Advertising Spaces on the China Southern Airlines Official Website* and the *Operational Specifications for Advertising Images*, we ensure the compliance, authenticity, safety, and consistency of user experience of online advertisements.

Optimizing platform rules and information disclosure

Marketing content and risk warning

Strengthening advertising review



Catering to special needs

China Southern Airlines has optimized its standard procedures for providing services to passengers with special needs, promoted differentiated services, efficiently completed all support tasks for the 15th National Games, and continuously enhanced the precision of its services and passenger satisfaction.

Standardizing service standards

China Southern Airlines has further standardized service procedures for passengers with special needs, enhanced measures for personalized care, and released the "Warm Companion" Service Guidelines for Passengers with Special Service Needs, which covers service introduction, requirements, processes, supervision, brand promotion, and more. The guideline unifies the operational details for "Warm Companion" services and is being implemented across all self-operated ground service stations of China Southern Airlines.

China Southern Airlines has launched a dedicated "Special Travel Services" section in the service halls on its official website and app, centrally displaying features such as elderly assistance, wheelchair services, electric wheelchair check-in, services for passengers with hearing impairments, unaccompanied blind passenger services, and unaccompanied children services, offering more attentive travel guarantees. The China Southern Airlines app has also introduced automated reservation and ticketing functions for unaccompanied children, further enhancing the ticketing service experience for these passengers.

Convenient service application

Care for passengers with disabilities

We have formulated the *Special Support Plan for Ground Transportation of Wheelchair Passengers* and enhanced facilities and equipment for passengers with disabilities; implemented priority boarding and staggered deplaning to improve the travel experience; further standardized the support procedures for wheelchair passengers, provided free mobility aids, and arranged dedicated "one-on-one" assistance to ensure accessible travel for passengers with disabilities.

We formulated a dedicated support plan for the 15th National Games, established a special ground service task force and exclusive counters for the 15th National Games and the 12th National Games for Persons with Disabilities & the 9th National Special Olympic Games, arranged themed promotional materials, and displayed unified priority signage. These meticulous measures enable precise delivery of competition-related information, standardize baggage handover procedures, and build an efficient and collaborative support system, ensuring all event personnel enjoy high-quality services and tailored event care throughout their journey.

Special support for the 15th National Games



In 2025



China Southern Airlines' special hotline for passengers with disabilities answered a total of

11,732



Voice calls

9,910



Online calls

1,822



Case

China Southern Airlines launched the service plan for the 15th National Games

In July 2025, during the Marketing Development Promotion Conference themed "Supporting Enterprises through the National Games" for the 15th National Games and the 12th National Games for Persons with Disabilities & the 9th National Special Olympic Games, China Southern Airlines, as the official designated aviation service partner for the 15th National Games, announced its service plan on-site. This plan includes increasing capacity, upgrading dedicated services, and enhancing both air and ground services, ensuring strong aviation support for this major sporting event and presenting a new aviation image of "Passionate National Games · Vibrant Greater Bay Area" to the world.



Case

Our "Care for the Elderly and Children" service sets off

On October 29, 2025, China Southern Airlines officially launched its comprehensive, exclusive "Care for the Elderly and Children" service, addressing the specific travel needs of elderly and child passengers. The service includes dedicated check-in counters in the terminal and priority boarding at the gate. Cabin attendants accurately identify passengers using the "Care for the Elderly and Children" service through the digital service platform. They patiently explain important flight information, specifically recommend light and easy-to-chew meals that suit elderly passengers' dietary habits, and thoughtfully remind passengers of destination weather and temperature variations. Currently, China Southern Airlines' "Care for the Elderly and Children" service has been piloted on popular migratory routes such as Shenyang-Sanya and Harbin-Sanya. It continuously supports the travel needs of elderly travelers and families with children, enabling more people to enjoy better flights.





Pursuing Green Flight for Harmonious Coexistence with Nature

- Addressing Climate Change 85
- Pursuing Green Operations 98
- Advocating Green Lifestyles 107

Response to the Global Reporting Initiative (GRI):

201-2, 302-4, 302-5, 303-5, 304-3, 305-1, 305-2, 305-4, 306-2, 306-3, 306-4, 306-5, 307-1



Addressing Climate Change

Climate-related disclosures

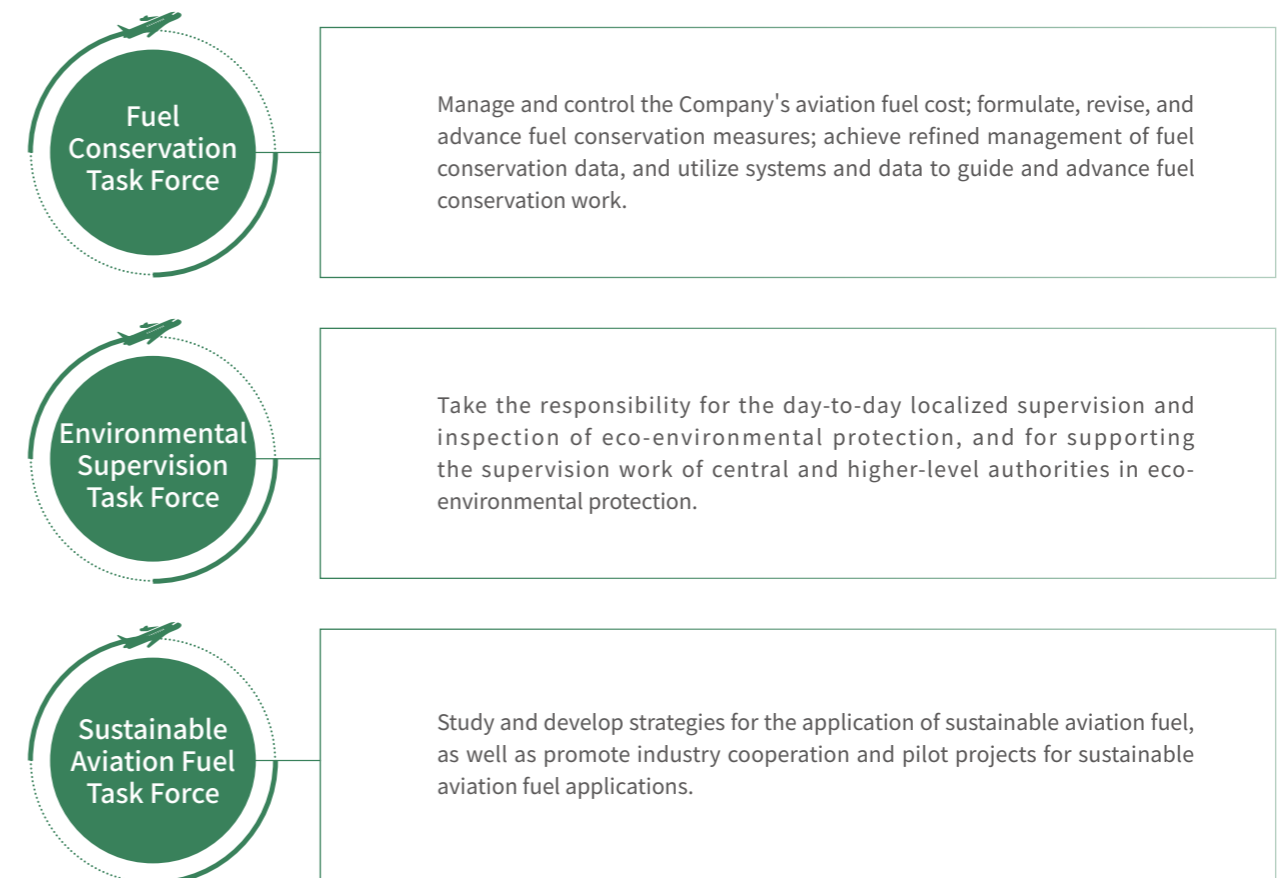
China Southern Airlines follows the *International Financial Reporting Sustainability Disclosure Standard 2—Climate-related Disclosures* (IFRS S2) issued by the International Sustainability Standards Board (ISSB), the "Climate-related Disclosures (No. 2)" section of the Shanghai Stock Exchange's *Guidelines for Preparing Sustainability Reports*, and the Ministry of Finance's *Corporate Sustainability Disclosure Standard No. 1—Climate (Trial)*. The Company undertakes climate change-related actions and disclosures in four key areas: governance; strategy; impacts, risk and opportunity management; metrics and targets.

Governance

To better address climate change, China Southern Airlines established a Leading Group for Eco-environmental Protection and Carbon Peaking & Carbon Neutrality, with principal leaders of China Southern Group/China Southern Airlines serving as group leaders and members of the Leading Party Members Group as deputy leaders. The Company has developed a top-level design system centered on 'planning guidance, standard support, policy assurance, and evaluation-driven' principles. A three-tier collaborative governance framework—comprising the "Leading Group for Eco-environmental Protection and Carbon Peaking & Carbon Neutrality – Leading Group Office – Special Task Forces"—has been put in place to ensure organizational support with tiered authorization and transparent management. This structure fully embeds the green development concept into overall corporate governance, seamlessly integrating strategic decision-making, resource allocation, and operational practice.



At present, China Southern Airlines' climate change governance framework consists of 18 member units, including the Strategic Planning & Investment Division, Finance Division, Publicity Division, and Technology Innovation & Process Management Division, as well as 3 special task forces dedicated to fuel conservation, environmental protection supervision, and sustainable aviation fuel.



Climate performance and remuneration management



China Southern Airlines has established a low-carbon development pathway structured around three pillars: top-level design, target decomposition, and performance management.

Through the Social Responsibility Steering Committee, authorized by the Board of Directors, the Group's senior leadership drives the identification, formulation, and execution of climate strategy, while maintaining oversight throughout implementation. Climate targets are embedded into the Board's annual review. Underpinning this governance structure is the Leading Group for Eco-environmental Protection and Carbon Peaking & Carbon Neutrality, which serves as the executive management layer responsible for the day-to-day management and implementation of climate-related matters. An employee performance appraisal system has also been introduced, establishing "efficiency improvement" key performance indicators for department managers and employees. Through regular evaluations, the Company has achieved a closed-loop management system that integrates strategy, execution, and oversight.

Strategy

In line with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and supported by comprehensive industry research, China Southern Airlines uses two Shared Socioeconomic Pathways (SSPs) from the Sixth Assessment Report of the Intergovernmental Panel on Climate Change (IPCC)—SSP1-2.6 (low-emissions scenario) and SSP5-8.5 (high-emissions scenario)—to analyze the Company's risks and opportunities under different climate scenarios.

A Scenario selection

Scenario type	Selected scenario	Scenario source	Scenario application description
 High emission scenario	SSP5-8.5	Sixth Assessment Report (AR6) of the Intergovernmental Panel on Climate Change (IPCC)	<ul style="list-style-type: none"> This scenario assumes fossil fuels will continue to be used as the main energy source for driving global economic growth, with greenhouse gas emissions remaining at a high level through 2100, potentially intensifying extreme weather events. Under this scenario, governments and markets fail to implement effective climate response interventions, resulting in a significant increase in greenhouse gas emissions and a corresponding rise in physical risks faced by businesses.
 Low emission scenario	SSP1-2.6	Sixth Assessment Report (AR6) of the Intergovernmental Panel on Climate Change (IPCC)	<ul style="list-style-type: none"> This scenario assumes a rapid shift from a fossil fuel-dependent economy to one powered by renewable energy, with many countries beginning to implement robust climate mitigation measures to keep global warming within 2.0° C above pre-industrial levels (1850) by the end of this century. Under this scenario, as efforts intensify to achieve a lower-carbon economic environment, policy and regulatory oversight become increasingly stringent, resulting in higher transition risks for enterprises.

B Climate risk assessment process

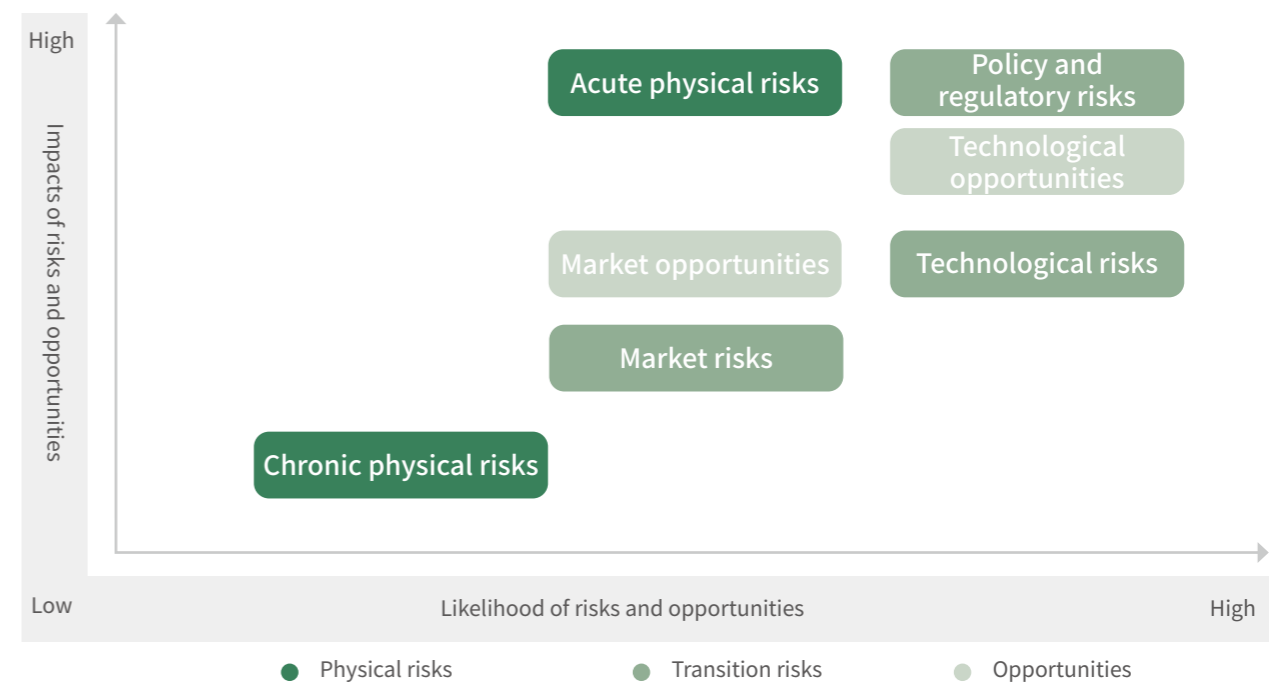
Identification / Assessment / Management

Focus on and analyze climate-related policies, laws, and regulations, gather industry, research institution, and media reports on climate issues, benchmark against leading international and domestic practices in climate information disclosure, and, considering the Company's actual situation, identify 7 physical risks, transition risks, and opportunities that may affect the Company.

Assess climate-related risks and opportunities based on the Company's business characteristics and strategic direction, incorporating expert input.

Develop climate change response strategies, identify climate change-related indicators, and establish targets and action plans for key indicators. Break down indicators and targets step by step into execution tasks, and formulate and implement mitigation measures.

C Climate-related risk and opportunity analysis matrix



D Potential financial impact analysis of climate-related risks

Climate-related risks and opportunities have already had a structural impact on the Company's core business model and across the entire value chain:

► **Business model:** The Company's core operations are centered on passenger and cargo air transport, with fuel consumption and carbon emissions as defining operational features. Physical risks (such as extreme weather events) directly affect flight operational efficiency and service continuity. Transition risks and opportunities, including carbon reduction policies, the adoption of sustainable aviation fuels, and growing demand for green travel, drives the Group's transition from a traditional fuel-dependent model toward a low-carbon, highly efficient, and green operational model.

► **Value chain:** Climate risk management has been embedded across the entire value chain—upstream (aviation fuel procurement, fleet acquisition, aircraft maintenance support), midstream (flight operations, ground services), and downstream (passenger services, supply chain coordination). Fuel efficiency management, the promotion of sustainable aviation fuels, and the adoption of electric equipment have become core control points within the value chain.

Risk type	Risk factor	Description	Time horizon ¹	Value chain segment	Potential impact/financial impact ²	Response strategy
Physical risks	Acute physical risks	<ul style="list-style-type: none"> The frequency and intensity of extreme weather events, such as typhoon, heavy rainfall, blizzards, and severe convective weather, may increase. These weather conditions can directly cause flight delays or cancellations for China Southern Airlines, disrupt passengers' travel plans, and result in significant operational costs such as passenger compensation and aircraft scheduling. Extreme weather events such as hailstorms and lightning may cause physical damage to China Southern Airlines' aircraft. Simultaneously, airport infrastructure may also be damaged during extreme weather, affecting the normal operations of China Southern Airlines. 	Short-term	Operations Products and services	Operating cost ↑ Fixed asset value ↓ Operating revenue ↓	<p>Enhance meteorological monitoring and early warning capabilities: Strengthen cooperation with meteorological divisions to obtain more accurate and timely meteorological information in real time, enabling advance awareness of weather conditions along flight routes and at departure and arrival airports, and thereby reducing flight delays, cancellations, and other disruptions caused by weather conditions.</p> <p>Strengthen the maintenance of airport facilities and aircraft: Conduct regular inspections and maintenance of airport infrastructure, such as runways, taxiways, and aprons, to ensure their safety and availability under adverse weather conditions. At the same time, enhance the routine maintenance and servicing of aircraft to improve their resilience to disasters and reduce the risk of aircraft failures caused by extreme weather conditions.</p>
	Chronic physical risks	<ul style="list-style-type: none"> Some hub airports of China Southern Airlines are located in coastal regions. Rising sea levels may lead to seawater intrusion and flooding in the areas surrounding these airports. This poses risks to the safety and regular operation of airport infrastructure, such as runways and taxiways, and may impact China Southern Airlines' flight scheduling and operational efficiency at these airports. 	Long-term	Operations Products and services	Operating cost ↑ Operating revenue ↓	<p>Optimize flight scheduling and operational management: Based on meteorological data and airport operational status, adjust flight takeoff and landing schedules and route assignments flexibly, allocate capacity resources efficiently, and minimize the impact of physical risks on flight regularity.</p>

Note: This climate-related scenario analysis corresponds to the reporting period from January 1, 2025, to December 31, 2025. During the reporting period, the Group performed a qualitative scenario analysis of climate risks and opportunities. Quantitative scenario analysis was not conducted, and the related quantitative work will be undertaken at a later stage.

¹ The definition of "Time Horizon" is based on the *Corporate Sustainability Disclosure Standards—Basic Standards (Trial)*, jointly issued by nine ministries including the Ministry of Finance. "Short term" refers to within 1 year (inclusive) after the end of the reporting period; "medium term" refers to 1–5 years (inclusive) after the end of the reporting period; "long term" refers to more than 5 years after the end of the reporting period.

² The Company has not yet conducted detailed quantitative analysis, stress testing, or scenario modeling of the financial implications of climate-related risks and opportunities on our financial position, financial performance, or cash flows. The relevant financial data, cash flow forecasts, and cost-benefit analyses constitute sensitive operational information and trade secrets. In accordance with civil aviation regulatory requirements and the Company's information disclosure policies, the specific quantitative details (amounts and percentages) of current and expected financial impacts are not disclosed at this time.





	Risk type	Risk factor	Description	Time horizon	Value chain segment	Potential impact/ financial impact	Response strategy
Transition risks	Policy and regulatory risks	Policy changes	<ul style="list-style-type: none"> As global concern about climate change grows, governments worldwide may introduce more stringent environmental regulations and policies, such as carbon tariffs and carbon emissions trading. 	Medium to long term	Operations	Operating cost ↑	<p>Engage in carbon market transactions: Develop carbon footprint offset products, such as photovoltaic power generation projects, environmentally friendly initiatives, and green bonds, to reduce compliance costs and broaden green financing channels.</p> <p>Promote fleet renewal and fuel efficiency improvement: Gradually introduce more advanced and energy-efficient aircraft types, optimize fleet structure, increase fuel efficiency, and reduce unit fuel consumption and carbon dioxide emissions. At the same time, strengthen the technical transformation and upgrading of existing aircraft and reduce reliance on traditional fossil fuels to meet the requirements of energy transition.</p> <p>Expand the application of sustainable aviation fuels: Increase investment in the R&D and application of sustainable aviation fuels (SAF), gradually raise the proportion of SAF used in flight operations, reduce the environmental impact of air transportation, and provide technical and fuel support for managing transition risks.</p>
	Market risks	Market preferences	<ul style="list-style-type: none"> As consumers become increasingly environmentally conscious, they may prefer airlines with stronger sustainability credentials. 	Medium to long term	Operations	Operating cost ↑ Operating revenue ↓	
	Technological risks	Technological innovation	<ul style="list-style-type: none"> To address climate change, the aviation industry must continuously develop and apply new technologies, such as more efficient engines and lighter airframe materials. However, developing and applying new technologies requires significant financial and time investment and involves considerable uncertainty. 	Short to long term	R&D	Operating cost ↑	
Opportunities	Market opportunities	Expand the green aviation market	<ul style="list-style-type: none"> As consumers' environmental awareness grows, the green aviation market is gradually emerging. China Southern Airlines can seize this opportunity by offering more environmentally friendly products and services to meet consumer needs. Climate change is a global issue that requires all countries to work together in response. China Southern Airlines can partner with international airlines to jointly develop new technologies, share experience, and promote the establishment of industry standards, thus gaining a more competitive advantage in the global aviation industry. 	Medium to long term	Products and services	Operating revenue ↑	<p>Develop green aviation products: Design more aviation products with an emphasis on environmental protection; develop in-flight entertainment and promotional materials that promote environmental education, and create green-themed flights.</p> <p>Participate in international cooperation projects: Actively participate in environmental cooperation initiatives within the international aviation industry; collaborate with other international airlines on green aviation research and practices to enhance industry influence and voice.</p> <p>Increase investment in environmental protection R&D: Establish dedicated R&D funds with a focus on improving aircraft engine technology, developing new aviation materials, optimizing flight operations, and related areas. Collaborate with domestic and international research institutes, universities, and aerospace enterprises to undertake joint industry-academia research initiatives, accelerating the development and application of environmental technologies.</p>
	Technological opportunities	Drive technological innovation and industrial upgrading	<ul style="list-style-type: none"> Climate change has prompted China Southern Airlines to intensify investment in environmentally friendly technologies, fostering technological innovation and industrial upgrading to enhance operational efficiency and competitiveness. 	Short to long term	R&D and operations	Operating cost ↓ Operating revenue ↑	

E Development of the "dual carbon" action plan

Based on a comprehensive analysis of the potential financial impacts of climate-related risks, China Southern Airlines developed the "Dual Carbon" Action Plan and seven major initiatives for carbon neutrality, and published the 2025 Green Development White Paper, continuously advancing the low-carbon transition of transport equipment and building a green, efficient transportation system.

China Southern Airlines Carbon Peaking & Carbon Neutrality Action Plan

- Vigorously promote advanced bio-liquid fuels, sustainable aviation fuels, and other alternatives to traditional jet fuel, enhancing the energy efficiency of end-use fuel products
- Enhance the electrification and intelligent operation of airports
- Enhance the operational management efficiency of CAAC, guide aviation enterprises to strengthen smart operations, and achieve systematic energy conservation and carbon reduction
- By 2030, strive to achieve full electrification of vehicles and equipment within civil transport airports
- Actively engage in international negotiations on emission reductions in shipping and aviation



2025 Green Development White Paper of China Southern Airlines



Scan to read the full white paper

Impact, risk, and opportunity management

To effectively address climate change risks, China Southern Airlines has established a top-down risk management framework, integrated climate change risks into the Company's risk management system, and implemented a work conference system, tracking and supervision mechanisms, and an information reporting system.



Work conference system
Work conferences are convened by the group leader or, if delegated, by the deputy group leader, and are held regularly or as needed based on work requirements. Participants are members of the Leading Group; additional personnel from other relevant units may be invited as needed.

Tracking and supervision mechanism
The Leading Group authorizes the office to conduct tracking and supervision. The overall work is organized according to the annual work plan and major matters, with the office tracking and supervising the implementation of work by each unit. Each unit regularly provides feedback on progress and completion; the office tracks and supervises the status, and communicates the results within the group company.

Information reporting system
The Leading Group Office regularly summarizes work information and promptly reports urgent information. The office compiles information on the green development efforts of each unit and submits quarterly green development reports to the Leading Group; every six months, the office reports on progress and plans to the Leading Group; the office also promptly summarizes relevant policies and response plans for the Leading Group; sudden environmental information is reported to the Leading Group in accordance with the *Emergency Response Plan for Environmental Incidents*.

In addition, leveraging its independently developed Flight Carbon Emission Data Monitoring, Reporting, and Verification System (MRV System), the Company conducts annual monitoring, verification, and reporting of carbon dioxide emissions generated by civil aviation flight activities. This enables the Company to accurately track greenhouse gas emissions throughout its operations, allowing for the targeted adoption or adjustment of emission reduction strategies.

Indicators and targets

China Southern Airlines has set "energy conservation and emission reduction", "plastic restriction initiatives" and "dual carbon" as the three core targets for energy and carbon reduction. The Company regularly compiles and tracks key indicators, monitors the gap between actual performance and target pathways, and continuously enhances its capacity to adapt to and address climate change through sustained green investments and actions, thereby contributing to climate change mitigation.

The Company's aforementioned climate-related targets and the methodology used to establish them have been verified by an independent third-party organization. For further details, please refer to the "Report Assurance" section in the Appendix to this report.

► Climate Change Response Monitoring Indicators

Indicator		Unit	2023	2024	2025
General indicator	Total carbon dioxide emissions ¹	10,000 tons	2,589.94	2,927.06	3,048.95
	Carbon dioxide emissions (Scope I)	10,000 tons	2,569.62	2,903.71	3,026.73
	Carbon dioxide emissions (Scope II)	10,000 tons	20.32	23.24	22.22
	Energy consumption per RMB 10,000 output value	Tons of standard coal/RMB 10,000	0.74	0.77	0.77
Aviation industry indicator	Carbon dioxide emissions per ton-kilometer	Kilogram	0.86	0.81	0.77
	SAF consumption	Ton	0	110	7,671

¹Accounting boundary: Given that China Southern Airlines' operations include owned assets, operated assets, and leased cargo vessels, we report greenhouse gas emissions using the operational control approach in accordance with the *GHG Protocol Corporate Accounting and Reporting Standard (2004)*. This approach clearly defines management responsibility for operational decisions and enables structured and consistent assessment of emission performance. In terms of measurement methodology: As China Southern Airlines does not employ direct greenhouse gas measurement instruments, we apply the emission factor method, expressed as: "CO₂ equivalent = activity data × emission factor × global warming potential (GWP) coefficient". This is reflected in aviation fuel-related emissions as: "aviation fuel consumption × 3.15 tCO₂/t of aviation fuel (aviation fuel emission factor) × 1", where the GWP coefficient for CO₂ is 1. During the reporting period, there were no significant changes to China Southern Airlines' measurement methodologies, input data, or assumptions.

Scope I emissions refer to emissions from sources that are owned or controlled by the Company. China Southern Airlines' Scope I emissions are generated from stationary and mobile combustion sources, primarily from aircraft, vehicles, and canteens.

Scope II emissions refer to indirect greenhouse gas emissions resulting from the generation of purchased electricity, heat, or steam consumed by the Company. China Southern Airlines' Scope II emissions are generated from purchased grid electricity and heat. As of the end of the reporting period, the Ministry of Ecology and Environment of People's Republic of China has only published the 2023 regional and provincial average carbon dioxide emission factors. Accordingly, the Company has not yet disaggregated the Scope II emissions by geographic region. The relevant emission data are consolidated at the corporate level, with regional disclosures to be progressively refined in the future.

Scope III emissions refer to indirect greenhouse gas emissions generated throughout a company's value chain. For aviation companies, Scope III emissions encompass multiple stages of the value chain, including the upstream supply chain (such as aircraft material manufacturing and fuel production and transportation) and downstream product use (such as waste disposal). These involve numerous upstream and downstream partners, with data being fragmented and much of it subject to commercial confidentiality, making accounting particularly challenging.

Currently, China Southern Airlines places a high priority on Scope III emissions management and plans to gradually enhance the accounting and disclosure of Scope III emissions in future reports. The Company is committed to continuously improving the completeness and depth of climate-related information disclosure and supporting decarbonization across the entire aviation industry value chain.

► Climate Change Response Targets

China Southern Airlines' climate-related targets are established in accordance with the *Paris Agreement* as the core international framework, and reflect the legal commitments derived therefrom, including China's Nationally Determined Contributions (NDCs) submitted under the *Paris Agreement* and the nation's "dual carbon" strategic goals, as well as mandatory industry requirements. The *Paris Agreement*'s temperature goals, domestic carbon reduction obligations, and the aviation sector's decarbonization rules are comprehensively incorporated into the Company's medium- and long-term climate target development process, which encompasses energy conservation and emission reduction, sustainable aviation fuel application, and low-carbon fleet renewal.

	Target	Progress
Energy conservation and emission reduction	Increase the proportion of pure electric vehicles in operation to 25% by 2025	Completed ✓
	Increase the proportion of on-site renewable energy consumption (including solar, geothermal, and green electricity) to 5% by 2025	Completed ✓
	Except for certain special equipment, achieve a 100% electrification rate for newly introduced on-site vehicles and equipment	Completed ✓
	Achieve 100% electrification of all on-site vehicles by 2030, and complete electrification of all operational vehicles by 2035	In progress ⋯
Plastic restriction initiatives	Discontinue the supply of single-use non-degradable plastic straws, stirrers, tableware/cups, and packaging bags on international passenger flights	Completed ✓
	Gradually update the standards and product lists for degradable alternatives, achieving 100% replacement of all onboard plastic products with degradable substitutes	Completed ✓
"Dual carbon"	By 2030, carbon dioxide emissions per RMB 10,000 of operating revenue are targeted to decrease by 16% compared to 2020	In progress ⋯
	By 2035, carbon dioxide emissions per RMB 10,000 of operating revenue are targeted to decrease by 23% compared to 2020	In progress ⋯
	By 2060, China Southern Group aims to achieve carbon neutrality	In progress ⋯

Note: 1. The "dual carbon" targets primarily cover Scope I and Scope II emissions, with Scope III emissions to be gradually included in the future.
 2. The "dual carbon" targets for the period prior to 2035 are emission intensity targets, which indirectly reflect total emission targets; the carbon neutrality target to be achieved by 2060 is a net emission target.
 3. The "dual carbon" targets are derived using industry decarbonization methodologies, including operational improvements, sustainable aviation fuel, new aircraft technologies, carbon removal, and carbon offsetting.
 4. Should the Company, after exhausting all feasible carbon reduction measures, still fail to meet national and industry emission targets, China Southern Airlines will consider utilizing China Certified Emission Reductions (CCER) and other carbon credits generally recognized by the industry. These credits may be nature-based or technology-based, achieved through carbon reduction and carbon removal. The Company will engage qualified third-party verification bodies to conduct carbon emission verification.

Enhancing climate resilience

China Southern Airlines is committed to building climate resilience, positioning climate adaptation and risk resistance as a core pillar of the Company's sustainable development. Grounded in the operational realities of the civil aviation industry, the Company proactively aligns with global climate governance trends and the ESG disclosure requirements of stock exchanges, conducts climate-related scenario analysis, and systematically assesses our climate resilience. Through a range of initiatives including meal waste reduction, the promotion of sustainable aviation fuels, weight reduction and fuel efficiency measures, and route optimization, the Company continues to strengthen the "Green Flight" responsible brand, accelerating our exploration of a path toward resilient adaptation in the context of climate change for civil aviation enterprises.



Scan the QR code

Join China Southern Airlines on the path to a low-carbon future

Introducing green-themed flights

China Southern Airlines operated the "Low-Carbon National Games" themed flight and used China Certified Emission Reduction (CCER) credits to offset the flight's carbon emissions, supporting the 15th National Games in creating the first carbon-neutral sports event. The Company also launched flights featuring airline meals with carbon labels, displaying data on carbon emissions throughout the entire process—from raw material sourcing to meal completion—to passengers, marking the first exploration of a 'carbon label' airline meal model within the Civil Aviation Administration of China (CAAC).



"Low-Carbon National Games" Themed Flight



First Carbon-labeled Airline Meal Flight

Expanding green flight products

We established a comprehensive system for promoting the "Green Flight-On-demand Meal" product across all domestic outbound routes, resulting in a 4.83% year-on-year growth in bookings; we adopted biodegradable materials such as polylactic acid to produce green flight eco-friendly bags that degrade quickly into water and carbon dioxide, encouraging passengers to actively participate in low-carbon travel.



Green Flight Eco-friendly Biodegradable Bag

Climate-related capital deployment

As of the end of 2025, the Company had not yet established a dedicated climate-specific capital account, but has fully integrated carbon reduction, green and low-carbon development, and climate risk prevention into our overall capital expenditure, investment, and financing decisions. In 2025, the Company's climate-related capital investment focused on pilot procurement of sustainable aviation fuels (SAF) and associated capacity building, the introduction of fuel-efficient and low-emission aircraft, electrification of ground service vehicles, and aircraft weight reduction and fuel-saving retrofits.

Promoting SAF adoption

The pilot application of sustainable aviation fuel (SAF) has been expanded from 4 designated routes, including Beijing Daxing–Chengdu Shuangliu and Zhengzhou Xinzheng–Guangzhou Baiyun, to all domestic flights operated by the four airports. A total of 24,884 refueling operations have been completed, with SAF consumption reaching 1,818.7 tons.

Advancing fuel conservation

A comprehensive aviation fuel cost responsibility map has been systematically established, enabling full life-cycle traceability and control from procurement, warehousing, and transportation to flight operations and post-flight maintenance. Detailed batch and category-specific release strategies and fuel management approaches tailored to different weather conditions have been implemented, effectively balancing flight safety, operational efficiency, and cost management. In 2025, the Company cumulatively saved 237,700 tons of fuel.

Accelerating energy-efficient infrastructure upgrades

We have promoted the adoption of new energy transfer vehicles within airports, steadily increasing the proportion of new energy vehicles; implemented the ground power unit project, connecting aircraft to ground power and air conditioning immediately after parking to minimize APU usage time.

Optimizing air routes for greater efficiency

We utilize specific performance standards to operate designated routes, increase the utilization of temporary airways, and reduce fuel consumption through direct fuel-saving flights. These efforts have cumulatively saved 1,683.34 tons of aviation fuel and 575.84 hours of flight time.

Participating in carbon emission trading systems and carbon pricing

In 2025, China Southern Airlines participated in the EU Emissions Trading System and the Guangdong Provincial Emissions Trading System in compliance with applicable laws and regulations, and utilized EU Aviation Allowances (EUAA) and Guangdong Emissions Allowances (GDEA) to fully satisfy the annual carbon emission offset requirements.

In 2025, China Southern Airlines continued to prioritize "green and low-carbon" considerations as a key factor in our investment decisions, and explicitly included "exploring the implementation of internal carbon pricing" in our Special Plan for Green Development under the 15th Five-Year Plan, thereby better supporting the Company's dual carbon strategy and investment evaluation.

The Company has internally formulated and released the China Southern Airlines Carbon Peaking and Carbon Neutrality Action Plan. However, as the action plan involves trade secrets, it is not disclosed to the public in accordance with the relevant regulatory requirements of the Civil Aviation Administration of China. Climate resilience assessments rely on core parameters, target settings, and implementation pathways within the carbon peaking and carbon neutrality plan. The assessment process involves commercially sensitive information such as investment planning and core operational data. In accordance with civil aviation regulatory requirements and commercial information protection provisions, the relevant assessment results are not disclosed at this time.

Looking ahead, the Company will gradually advance the development of the climate management system by referencing the aviation climate scenario framework published by the International Council on Clean Transportation (ICCT). Climate risk quantification models and climate resilience enhancement initiatives will be prioritized as key areas of the Company's future work and will be advanced in parallel with the implementation of the carbon peaking and carbon neutrality plan.

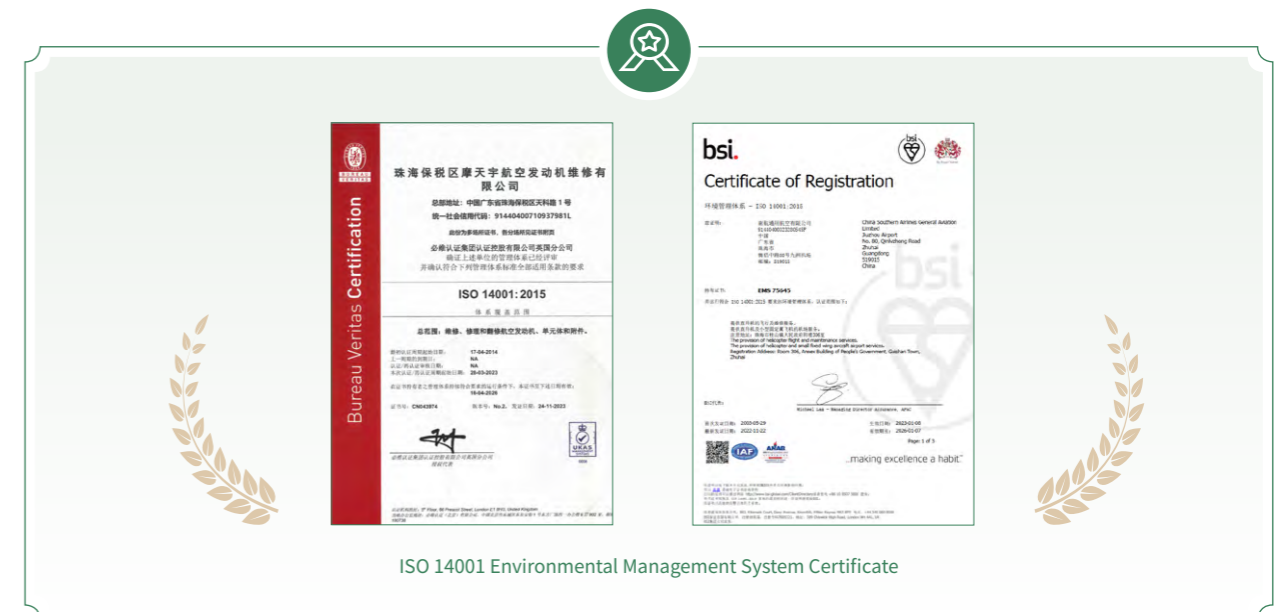
Pursuing Green Operations

Environmental compliance management

China Southern Airlines continues to deepen its environmental compliance management, identifying risks and opportunities associated with environmental compliance and implementing corresponding measures. The Company also sets clear management targets, monitors their progress, and continually enhances the effectiveness and transparency of its environmental compliance management.

Governance

The Company strictly complies with the *Environmental Protection Law of the People's Republic of China*, the *Environmental Impact Assessment Law of the People's Republic of China*, and other relevant laws, regulations, and standards, continuously establishing and improving its environmental management system. Each branch and subsidiary formulates and strictly implements relevant regulations according to their actual circumstances. As of the end of the reporting period, Guangzhou Aircraft Maintenance Engineering Company Limited, MTU Maintenance Zhuhai Co., Ltd., and China Southern Airlines General Aviation Co., Ltd. have all obtained ISO 14001 Environmental Management System certification.



ISO 14001 Environmental Management System Certificate

Strategy

China Southern Airlines has identified risks and opportunities related to environmental compliance management—including those involving policy, technology, and reputation—and has taken timely measures to address them:



	Risk type	Risk factor	Description	Time horizon	Value chain segment	Potential impact/financial impact	Response strategy
Risk	Policy and regulatory risks	Policy changes	With the continuous tightening of national and local environmental protection laws, regulations, and standards, failure to upgrade environmental protection facilities in a timely manner may lead to penalties such as facility non-compliance, resulting in increased environmental protection investments and operating costs.	Long-term	Operations	Operating cost ↑	<p>Monitor policy changes: Stay up-to-date with national and local environmental laws, regulations, and policy requirements at operational locations. If changes in laws, regulations, or policies are identified, promptly develop corresponding response mechanisms.</p> <p>Energy-saving technical upgrades: Upgrade outdated equipment such as engines, air compressors, electric welders, and air conditioners, while strengthening the energy-saving incentive and penalty system to encourage all employees to fully explore energy conservation potential.</p> <p>In-depth risk identification and remediation: Conduct regular inspections for environmental risks and hazards, enhance supervision across all stages of pollutant discharge and hazardous waste management, and ensure timely rectification and elimination of identified issues.</p>
	Technological risks	Technological Innovation and Commercialization	<p>The transition of the civil aviation industry to a green and low-carbon model will place higher demands on corporate innovation and R&D capabilities. China Southern Airlines needs to further increase its investment in green technology research and development.</p> <p>Low-carbon technologies such as sustainable aviation fuel (SAF) and carbon capture and storage (CCS) are still at the early stage of commercialization, facing challenges such as poor compatibility, high costs, and difficulties in large-scale application.</p>	Medium to long term	R&D Products and services	Operating cost ↑ Operating revenue ↓	
	Reputation risks	Industry reputation	Wastewater, waste gas, hazardous waste, and other pollutants can be generated during processes such as airline catering and aircraft maintenance. If not properly handled, these may cause significant environmental impacts and potentially damage China Southern Airlines' reputation within the civil aviation industry and capital markets, leading to increased financing difficulties.	Medium to long term	Operations Financing	Operating cost ↑ Financing cost ↑	
Opportunities	Policy opportunities	Policy support	The Civil Aviation Administration of China has explicitly called for the high-quality development of the 15th Five-Year Special Plan for Green Development in Civil Aviation, and may introduce supporting policies such as tax incentives and fiscal subsidies. These measures are expected to promote the implementation of green development initiatives.	Medium term	Operations	Operating cost ↓	<p>Enhance policy coordination: Take a proactive approach to coordinate with CAAC administrative divisions and relevant units, strengthen policy interpretation and application guidance, and ensure that policy opportunities are swiftly translated into concrete green development outcomes upon implementation.</p>

Impact, risk, and opportunity management

To effectively establish and improve the emergency management mechanism for sudden environmental incidents and standardize corresponding management practices, China Southern Airlines has formulated the *Special Management Measures for Emergency Response to Environmental Incidents*. This includes orderly implementation of environmental risk assessments, development of emergency response plans, hazardous waste management, emergency resource management, and environmental monitoring. Additionally, subordinate companies are encouraged to conduct their own environmental impact assessments and develop emergency response plans independently.

Indicators and targets

Environmental compliance management indicators

Indicator	Unit	2023	2024	2025
Number of major environmental incidents	Incident	0	0	0
Number of penalties and lawsuits resulting from environmental issues	Case	0	0	0
Number of environmental protection training sessions	Session	/	/	4

Environmental Compliance Management Targets

Target	Progress
Prevent the occurrence of any major or above environmental incidents	✓ Completed
Avoid occurrences of violations related to energy conservation and environmental protection	✓ Completed
Achieve 100% compliant discharge of wastewater, waste gas, and solid waste	⋯ In progress
Achieve 100% coverage rate for special environmental protection training	⋯ In progress

Improving energy consumption management

China Southern Airlines places a high priority on energy consumption management, deeply integrating the principles of energy conservation and consumption reduction throughout its entire production and operation process, and continuously advancing the optimization and improvement of energy utilization efficiency.

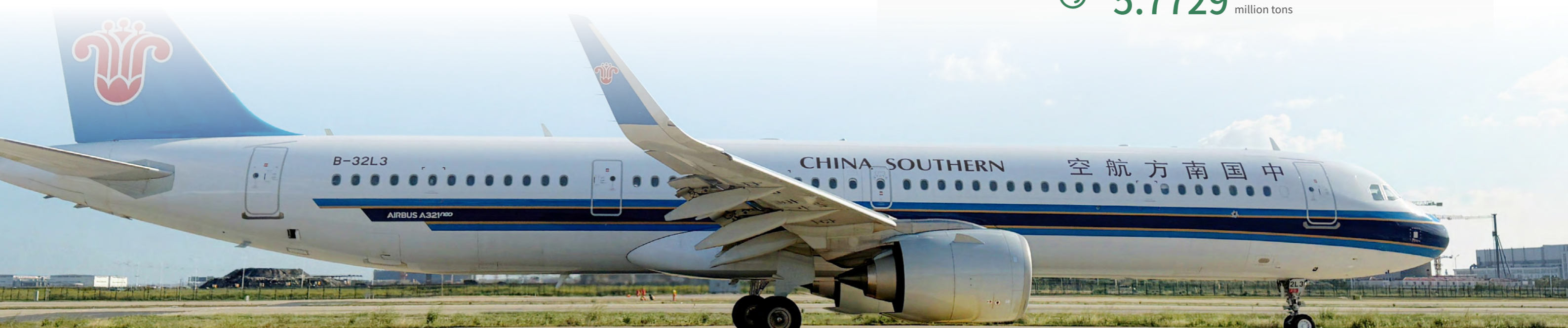
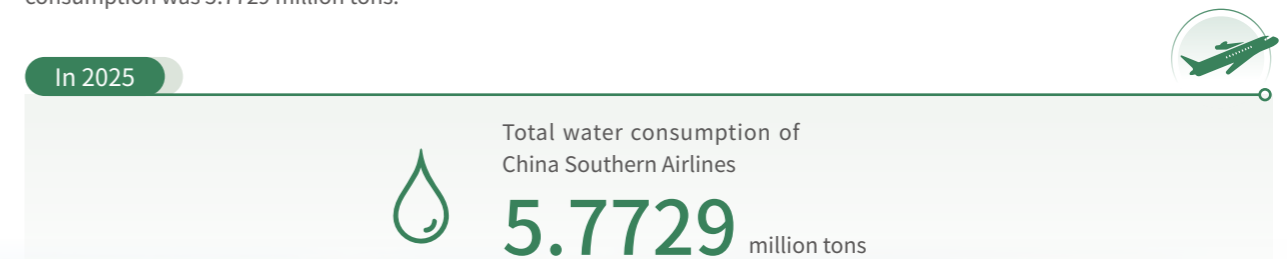
Energy use

Energy type	Unit	2023	2024	2025
Gasoline	Ton	3,128.89	2,976.47	2,950.69
Diesel	Ton	6,905.80	7,899.91	7,535.43
Electricity	10,000 kilowatt-hours	35,621.80	40,934.22	41,878.08
Natural gas	10,000 cubic meters	1,310.58	1,439.98	1,287.04
Liquefied petroleum gas	Ton	240.92	197.08	176.08

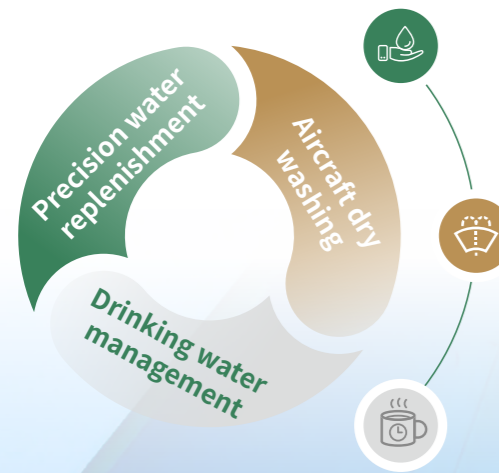
Note: The scope of relevant data disclosure is China Southern Air Holding Company Limited, consistent with the 2023 and 2024 statistical criteria.

Water resource management

China Southern Airlines continually enhances water resource utilization efficiency by implementing refined water replenishment initiatives and promoting aircraft dry-cleaning technologies. In 2025, China Southern Airlines' total water consumption was 5.7729 million tons.



Water resource management measures ▶



With the goal of saving water and reducing fuel consumption, we streamlined business process standards, independently developed an information system, improved ground water replenishment equipment, and achieved precise water servicing for flights. These efforts have driven China Southern Airlines' flight water management to an industry-leading level. As of December 2025, the Company has implemented precision water replenishment on a cumulative total of 1.5558 million flights, resulting in total water savings of 103,100 tons.

By comprehensively promoting aircraft dry cleaning technology across all maintenance units of China Southern Airlines, a total of 602,000 tons of water used for aircraft cleaning was saved by the end of 2025.

At Sky Pearl Air Services Company, the introduction of activated carbon filtration and reverse osmosis equipment, along with the installation of water softening and purification systems within the existing water treatment facility, has ensured that the high water quality standards for bottled production are met while simultaneously promoting water reuse.



Enhancing pollution prevention and control

China Southern Airlines has comprehensively strengthened pollution prevention and control efforts to minimize the impact of its operations on the environment and ecology.

Plastics restriction and ban management

China Southern Airlines actively responds to national policies on plastic prohibition and restriction by formulating the *Management Standards for the Prohibition and Restriction of Disposable Plastic Products*. Upholding the principle of "replace wherever possible", the Company gradually updates the standards and lists for degradable alternatives, reducing the use of non-degradable plastic packaging materials such as plastic tape, disposable non-degradable plastic tarpaulins, stretch films, and other cargo packaging items. Currently, the Company has updated lists of 150 items in five categories: tableware, packaging bags, stirrers, cups, and non-degradable packaging bags and films. This achieves 100% degradable alternatives for on-board plastic products, with all material standards meeting fully biodegradable requirements.

In 2025

Achieved **100%**
biodegradable substitution for in-flight plastic products

Management of the "Three Wastes"

China Southern Airlines strictly adheres to the requirements of the *Air Pollution Prevention and Control Law of the People's Republic of China*, 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 Environmental Pollution by Solid Waste*, as well as other relevant laws, regulations, and standards. The Company regularly monitors and reports pollutants such as waste gas, wastewater, and solid waste, and actively explores innovative emission reduction solutions to ensure that all pollutant emissions comply with national standards.

Waste gas

Supporting waste gas treatment facilities are in place to adsorb organic waste gases generated from aircraft painting using activated carbon adsorption technology. Adsorption materials are replaced regularly, and emissions are subject to real-time monitoring by environmental authorities via the online waste gas monitoring system. In 2025, all waste gas emissions were in full compliance with the emission standards.

Wastewater treatment

Set up separate discharge outlets for industrial and domestic wastewater in strict compliance with national and industry environmental protection standards. Install flow meters for real-time monitoring of wastewater treatment volumes. Utilize sewage treatment facilities integrating oil separation, air flotation, and sedimentation, and engage qualified third-party professional units for operations.

Waste disposal

Airline catering waste

Establish recycling stations in the catering facility for airline meal packaging waste such as plastic bottles, cartons, and metal cans, and engage third-party professional recycling companies for collection and processing.

Industrial waste

Based on the characteristics of various types of industrial waste, engage qualified recycling and disposal units to handle them through methods such as recycling, incineration, comprehensive utilization, physicochemical treatment, and landfilling.

Hazardous waste

Implement comprehensive management of hazardous waste—including its generation, collection, storage, transportation, transfer, and disposal—through measures such as signing disposal contracts, applying for transfer manifests, posting warning signs, conducting hazardous waste leakage drills, and publicizing investigation and enforcement outcomes.



Hazardous waste disposal volume by category	Disposal volume (ton)
Waste kerosene	54.10
Waste mixed oil	72.22
Waste organic solvent	453.31
Waste lubricating grease	4.29
Waste emulsion	0.19
Waste paint, paint sludge, dyes, and coatings	24.32
Chromium-containing waste	0
Lead-containing waste	0

Hazardous waste disposal volume by category	Disposal volume (ton)
Waste organic resin	3.32
Waste lamp tube	0
Waste activated carbon	0.73
Waste packaging materials and containers	133.20
Waste batteries	0
Wastewater from surface treatment	0.16
Photosensitive material waste	0
Mercury-containing waste	0
Other hazardous waste	95.12

Ecosystem protection

With a focus on revitalizing wasteland and improving soil quality, China Southern Airlines Xinjiang Branch has systematically integrated idle and saline-alkali land resources in Pixina Township. By implementing deep plowing, increasing the application of organic fertilizers, and supporting advanced water-saving irrigation systems, the branch has promoted the construction of large, contiguous, high-standard farmland. These measures have not only effectively curbed the spread of land desertification and salinization, but also enhanced the soil's aggregate structure and its capacity to retain water and nutrients. As a result, a more suitable habitat has been created for native flora and fauna, fostering a positive ecological cycle that harmonizes farmland with the surrounding natural environment. This has laid a solid foundation for the stability and sustainable development of the local ecosystem.



Pearl Kapok Sweet Potatoes Cultivated on Sandy Soil

Advocating Green Lifestyles

Environmental protection training

Focusing on the core theme of "Deepening Green Philosophy, Empowering Low-Carbon Development", China Southern Airlines systematically organized four sessions of specialized environmental protection training. These covered key areas including the international landscape of carbon reduction and trends in green development within civil aviation, integrated management of the three wastes, airline compliance with "dual carbon" goals and international policy responses (such as the EU Carbon Border Adjustment Mechanism (CBAM) and the Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA)), interpretation of plastic reduction policies, as well as corporate carbon management and carbon market trading. The training enhanced all employees' awareness of environmental compliance and practical skills, establishing a solid foundation and building consensus for the Company to standardize its environmental management processes, prevent environmental risks, and improve the quality and efficiency of its environmental initiatives.



Training on Development in Aviation Carbon Emission Reduction

Environmental public welfare initiatives

Each year, China Southern Airlines organizes a variety of engaging themed activities around Earth Day and World Environment Day, guiding the public to embrace the concepts of "respecting nature, adapting to nature, and protecting nature". These initiatives aim to raise public awareness and concern for eco-environmental protection, and to continuously inspire collective efforts throughout society to safeguard the ecological environment.

Additionally, China Southern Airlines encourages its branches and subsidiaries to conduct "Youth Front for Low-Carbon" themed initiatives. By engaging in voluntary tree planting, raising awareness on environmental protection, and similar activities, the Company puts the green and low-carbon development philosophy into practice. These efforts foster a new trend of low-carbon living, encourage youth to cultivate good habits in conserving water, electricity, and energy, and promote green mobility. Young people are called upon to be participants, contributors, and leaders in building a Beautiful China and advancing the harmonious coexistence of humans and nature.



Energy Conservation Publicity Week of China Southern Airlines Beijing Branch



Tree Planting and Greening Activity of Guizhou Airlines



Arbor Day Themed Flight of China Southern Airlines Shanghai Branch

Green office practices



Paper consumption

China Southern Airlines has replaced paper media with its OA document management system, intelligent digital devices, and electronic files to reduce the consumption of consumable materials such as paper and toner cartridges, thereby creating an efficient, low-carbon, and environmentally friendly paperless office model.



Electricity consumption

China Southern Airlines is gradually replacing traditional high-energy-consuming lighting fixtures with energy-efficient LED lights to ensure lighting systems operate efficiently and with lower energy consumption. It has also installed distributed photovoltaic power generation equipment on the rooftops of existing buildings and open-air fixed parking spaces, achieving both economic and environmental benefits.



Water consumption

China Southern Airlines regularly inspects water supply points such as pipes, faucets, and valves for leaks and other issues, and is gradually upgrading high water-consuming and flushing devices, prioritizing the use of sensor-activated flushing systems to reduce water waste at the source.

Case The Digital Intelligence Technology Company launched the "Paperless Initiative"

Since 2017, the Digital Intelligence Technology Company, together with the Fleets Division and the System Operations Control Center, has migrated 11 types of operational documents—including Flight Assignment, refueling receipt, Loadsheets, special baggage form, and others—from traditional paper-based formats to the electronic process via EFB (Electronic Flight Bag).

To date, the "Paperless Initiative" has significantly enhanced overall ground and cabin service efficiency—through the use of the "China Southern e-Travel" and the "Beautiful Cabin" app, fully digitizing the management of ground cleaning, maintenance, special passenger service handovers, and lost item management.





05



Demonstrating Responsibility in Action for Shared Prosperity

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Igniting the Talent Engine

Safeguarding employees' rights and interests

China Southern Airlines strictly complies with the *Labor Law of the People's Republic of China*, the *Labor Contract Law of the People's Republic of China*, and all relevant laws, regulations, and labor policies. We fully uphold employees' lawful rights and interests, foster an equitable and inclusive employment environment, and facilitate the joint development of the Company and its employees.

Governance

China Southern Airlines continuously improves the operating mechanism of the Talent Work Leading Group, enhancing comprehensive planning and overall coordination for talent-related initiatives. We optimize top-level design, hold regular meetings of the leading group to discuss and deploy annual talent priorities, coordinate the resolution of talent-related challenges, and supervise the implementation of key tasks.

Meanwhile, China Southern Airlines has developed a series of policies covering all aspects of human resources management, including the *Special Collective Contract for the Protection of Female Employees' Rights and Interests*, the *Employee Disciplinary Regulations*, the *Employee Sick Leave Management Measures*, and the *Internal Talent Market Management Measures*.

Strategy

China Southern Airlines has thoroughly studied and implemented General Secretary Xi Jinping's important guidance on talent work in the new era, establishing the "15th Five-Year" talent plan task force. We systematically reviewed and summarized the implementation of the "14th Five-Year" talent plan, and, following principles such as "maintaining a problem-oriented approach", "setting scientifically sound goals", and "improving governance mechanisms and policies", structured the tasks for each stage of the "15th Five-Year" talent plan development. This process further clarifies the direction of talent development, optimizes the talent pipeline, and perfects an integrated mechanism covering talent attraction, development, utilization, and retention.



Impact, risk, and opportunity management

Upholding compliant employment

By formulating and implementing multiple policies, including the *Regulations on Labor Contract Management* and the *Regulations on Labor Dispatch Management*, we further protect employee rights. It is explicitly required that recruitment standards must not include any targeted, discriminatory, or irrelevant restrictions. No candidate shall be treated differently based on gender, race, nationality, or religious belief. All positions are openly, fairly, and impartially recruited from the public. The use of child labor and any form of forced labor is strictly prohibited. Workplace harassment, abuse, and all forms of discrimination are forbidden, and we are committed to fostering a safe, healthy, and respectful work environment.

Strengthening democratic engagement

We regularly convene the Workers' Congress and the Trade Union Member Congress to establish a robust, employee-centered system of democratic management. This ensures employees' rights to be informed, to participate, and to supervise in major corporate decisions, welfare and benefits, workplace safety, and training and development are fully protected. Through channels such as the disclosure columns, local unit notice boards, and the employee app, we make public key information, including production and operation data, personnel appointments and dismissals, and welfare adjustments, thereby achieving full transparency.

Promoting flexible employment

We implement diverse employment models, including internships, traineeships, part-time positions, and re-employment of retirees. We have formulated the *Regulations on Labor Dispatch Management* and the *Measures for the Implementation of Flexible Employment*, ensuring that employees in flexible positions are provided with work-related injury insurance and employer's liability insurance.

Employment for special groups

Focusing on improving job-person matching, we have emphasized a two-way selection process for aviation security officers, while expanding available positions to include aviation doctors and ground services, thus providing more employment options for retired military personnel.



The 2025 Work Conference and Workers' Congress of China Southern Airlines

Indicators and targets

Employee Management Indicators

Indicator	Unit	2023	2024	2025
Total workforce	Person	99,468	102,597	108,176
International staff	Person	559	507	755
Labor contract coverage	%	100	100	100
Social security coverage	%	100	100	100
Female representation in middle & senior management	%	11.73	20.71	14.77
Non-monetary benefit coverage (pension & retirement)	%	100	100	100
Performance incentive coverage	%	100	100	100
Training & development expenditure	RMB 10,000	/	/	15,918.51
Average leave days per employee	Day	/	/	14.8
Labor disputes	Case	29	37	38
Work-related fatalities	Person	2	1	1
Average training hours per employee	Hour	149.48	243.54	255.87

Employee Management Targets

Target	Progress
Ensure there are no incidents of employment discrimination, child labor, or forced/compulsory labor in both operational locations and among suppliers.	☑ Completed
Achieve 100% coverage of safeguard measures for all flexible employment roles	☑ Completed
Maintain the employee turnover rate below the 2.1% threshold	☑ Completed
Raise employee training coverage to 80%	☑ Completed
Conduct at least one employee satisfaction survey each year	☑ Completed

Empowering employee growth

Optimizing the talent development system

China Southern Airlines is committed to aligning talent development with corporate growth, continuously optimizing our employee training systems and promotion mechanisms. We strive to create an empowering environment that fosters ongoing growth for our employees and continually inspires our talent pool.

Promotion system

China Southern Airlines places great importance on the value of human capital by establishing comprehensive career development pathways tailored to the growth characteristics and qualification requirements of different employee groups. The Company is committed to cultivating an optimal talent environment, ensuring both employees and the organization grow together.



General career pathways

Upholding the principles of merit-based selection and flexible mobility, we have established a promotion system centered on accountability and professional growth. This mechanism supports dual career development tracks for both management and professional expertise roles.



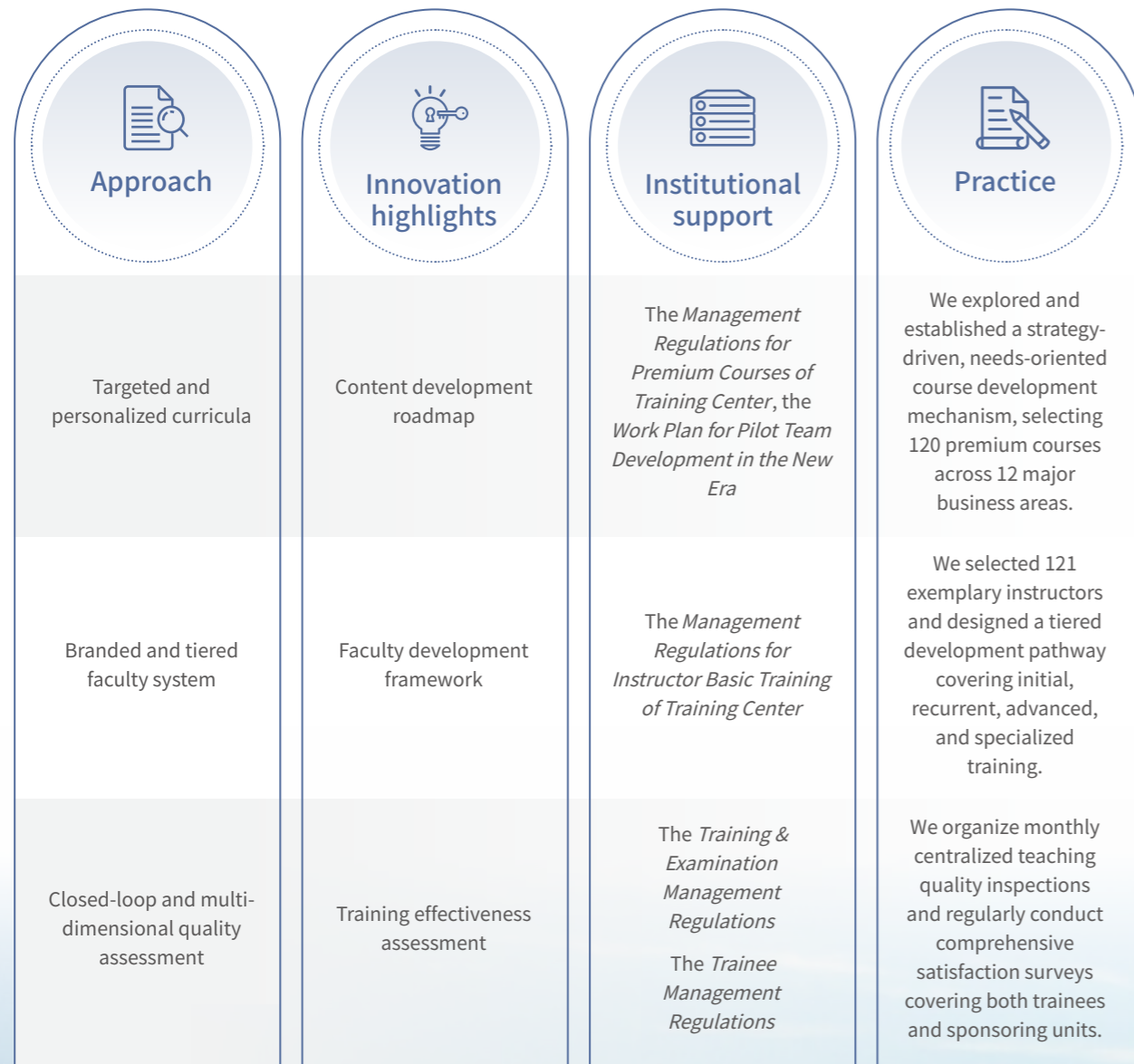
Promotion pathways for key positions

Focusing on senior positions in key functions such as maintenance, flight operations, corporate affairs, and marketing, the Company implements a "Talent + Project" selection model and an "open competition" recruitment system. By strengthening performance orientation, we create a virtuous cycle where talent drives project success and projects foster talent development.



Training system

China Southern Airlines innovates its training approach by providing targeted and personalized curricula, building a branded and tiered faculty system, and implementing closed-loop and multi-dimensional quality assessments to further enrich training resources.



Training portfolio

China Southern Airlines continuously offers diversified training programs, providing comprehensive and systematic training plans for all full-time, part-time, and outsourced employees of the Group. These include professional skills training, leadership development, and continuing education, fostering comprehensive talent development.

Continuing education support

We actively support employees in advancing their educational qualifications by establishing long-term partnerships with renowned institutions such as the School of Continuing Education at Tsinghua University and the College of Continuing Education at Nanjing University of Aeronautics and Astronautics. Through practical initiatives such as providing convenient online learning channels and offering policy consultation and guidance for academic advancement, we have created accessible pathways for employees to enhance their knowledge base, empowering both individual growth and the strategic development of the Company. As of 2025, over 5,500 China Southern Airlines employees have enrolled in these programs, with a total of 5,287 having obtained academic certificates.



Professional skills training

We provide specialized skills training for various positions, including cabin crew, commercial staff, and pilots, encompassing formats such as English proficiency tests, license theory examinations, and vocational skill assessments. These programs strengthen the professional capabilities of all employees, laying a solid foundation for aviation safety and high-quality service. In 2025, a total of 2,531 professional skills training programs were conducted, covering 60,195 participants.

Leadership development

In 2025, one session of deputy executive training and eight sessions of management qualification training were held to ensure full coverage of management-level qualification training. Customized flight, maintenance, and operations courses were developed to enhance the job competencies of civil aviation professionals, and ten sessions of flight management rotation training were conducted to achieve comprehensive training coverage for all flight management personnel. The Phase I achievements training and business architecture certification of a specific initiative were implemented to further extend its business strategy and enterprise architecture methodology throughout the organization, thereby driving improvements in Company strategy and management capabilities across all leadership levels.

Case China Southern Airlines aviation security business management and inspection capability enhancement training program

On February 27–28, 2025, the In-Flight Security Management Department of China Southern Airlines held a training program in Guangzhou to enhance business management and inspection capabilities within the aviation security system. Through sessions on assessment protocol interpretation, analysis of typical cases, explanations of complaint handling procedures, and practical instruction on air marshal competency, the training further improved systematic safety control, reinforced the "matrix-based construction" approach, and enhanced the professionalism and operational proficiency of security system managers.



Case China Southern Airlines maintenance and operation leadership rotational training program

From December 15 to 19, 2025, China Southern Airlines held the first maintenance and operation leadership rotation training program, bringing together 32 maintenance and 27 operation system managers for practical exercises. The program emphasized hands-on training and cross-system interaction, further enhancing the political awareness and job performance of supervisors in both maintenance and operations.



Case The 51st Elite Team Leader Training Program of China Southern Airlines

From October 14 to 22, 2025, China Southern Airlines, in collaboration with Tsinghua University's School of Continuing Education, held the 51st Elite Team Leader Training Program. This session was a combined program for flight crew and maintenance supervisors, covering topics such as organizational management enhancement, macroeconomic analysis, and party and national history. Through systematic instruction and case analysis by leading industry experts, 110 team leaders deepened their learning, challenged cognitive boundaries and management thinking, and achieved comprehensive improvement in their capabilities.



Indicator		Employees trained (number of people)	Average training hours per employee (hours)	Employee training coverage rate (%)
By gender	Male	51,383	304.88	78.28
	Female	38,381	190.26	90.23
By employment function	Flight operations	11,471	134.01	86.55
	Cabin services	37,860	404.4	98.44
	Management	6,879	128.96	97.63
	Flight dispatch	1,461	124.38	96.18
	Maintenance	11,044	169.08	86.34
	Information processing	1,333	14.51	78.97
	Marketing & sales	3,557	29.41	75.54
	General affairs	9,696	256.84	47.49
	Corporate functions	6,463	88.13	77.95
By employment status	Full-time	73,738	255.59	/
	Part-time	340	123.95	/
	Outsourced	12,840	254.87	/
	Temporary	2,846	283.36	/



Building a robust industrial workforce

China Southern Airlines meticulously implements the directives of the All-China Federation of Trade Unions and the National Civil Aviation Trade Union regarding industrial workforce reform, innovatively carrying out the Enterprise Deepening Reform Boost Plan. The aircraft maintenance system is prioritized as a key support area, with exemplary practices empowering other business segments and contributing to industrial workforce development within both China Southern Airlines and the broader civil aviation sector, thereby establishing China Southern Airlines as the benchmark for industrial reform in aircraft maintenance.

Focusing on skills enhancement

By hosting the Second China Civil Aviation Aircraft Maintenance Vocational Skills Competition, we provided a major platform for extensive training and competitions among aircraft maintenance staff. This initiative enabled widespread skills exchange and improvement of qualifications, promoting industry-wide training and competitions that resulted in overall skills enhancement.



Cultivating "national-level master artisans"

We implemented the "New Eight-Level Worker" system and optimized the position evaluation and appointment mechanism, breaking constraints based solely on rank, title, academic degree, or awards. Four Senior Master Technicians and one Chief Technician were selected and recognized, allowing the spirit of model workers, diligence, and craftsmanship to take root in our maintenance division. In 2025, Liu Yuhui, an avionics expert at China Southern Airlines, was awarded both the titles of "National Model Worker" and "Nation-level Master Artisan".



Building the flight crew of the new era

China Southern Airlines meticulously implements the directives of the All-China Federation of Trade Unions and the National Civil Aviation Trade Union regarding industrial workforce reform, innovatively carrying out the Enterprise Deepening Reform Boost Plan. The aircraft maintenance system is prioritized as a key support area, with exemplary practices empowering other business segments and contributing to industrial workforce development within both China Southern Airlines and the broader civil aviation sector, thereby establishing China Southern Airlines as the benchmark for industrial reform in aircraft maintenance. Meanwhile, we focus on the full career development cycle of pilots and have issued the *Several Measures on Further Strengthening the Construction of the Flight Crew in the New Era*. Continuous efforts are made to advance flight training reform, enhance the mentorship system, and empower young pilots.



Conducting flight training reform

A ranking mechanism for first officers has been implemented, and the "Engineer-Pilot" training program has been launched. By integrating skills competitions, live scenario drills, and experience sharing, we comprehensively enhance pilots' key technical skills and capability to operate various aircraft types.



Empowering young pilots

The first phase of the "Excellent Pilot" management trainee selection program has been launched, establishing a tiered development and promotion pathway for young pilots. We actively foster a vibrant environment where junior copilots compete in technical skill, English communication, and physical fitness, fully supporting their growth and professional advancement.



Building the mentorship system

We are exploring the enhancement of pilot team governance through a mentor-apprentice model integrated with "Party-building + Grid Management". A group of pilots with political integrity, extensive experience, technical mastery, and exemplary discipline is appointed as mentors. Through the "mentoring, guiding, and supporting" approach, we ensure the continuity of culture, deepen technical standards, and maintain strict safety risk management.



China Southern Airlines' Flight Operations "Excellence Passed Down: Masters and Apprentices" Story Sharing Session



Motivating employee development

Remuneration system

Allocation basis



Driven primarily by role value, individual performance, and prevailing labor market dynamics

Remuneration structure



Comprising base salary, performance bonuses, and allowances

Incentive mechanism



Performance-driven remuneration

By emphasizing the precision and effectiveness of remuneration incentives, we have established a comprehensive performance-based remuneration system that covers all employees. Variable performance pay for each department is linked to both individual and organizational results: flight and operation roles are tied to flight punctuality, operational safety, and service quality; marketing and sales positions are linked to revenue generation, profit contribution, and customer development; maintenance and production support roles are associated with maintenance efficiency, quality control, and safety in production; and functional management roles are aligned with overall company performance and departmental results. We are also actively exploring medium- and long-term incentive models tailored to the specific needs of each business sector.

Remuneration distribution mechanism

We have established a remuneration distribution and adjustment mechanism closely tied to organizational performance, individual results, and labor efficiency. This approach reasonably differentiates employee compensation based on varying performance, ensuring that salaries can be both increased and decreased.

Employee shareholding

Through the implementation of employee shareholding plans within the Logistics Company and the General Aviation Company, we have effectively attracted, motivated, and retained key talent who are aligned with the Company's long-term strategic objectives and business development needs.

Benefits system

Social security contributions

We make full contributions to the "seven insurances and two funds", including basic pension insurance, basic medical insurance, work injury insurance, maternity insurance, unemployment insurance, employee personal accident insurance, supplemental medical insurance, as well as the housing provident fund and enterprise annuity. We also provide exclusive supplemental coverage, such as specialized aircrew personal accident insurance and pilot flight safety insurance.

Paid leave

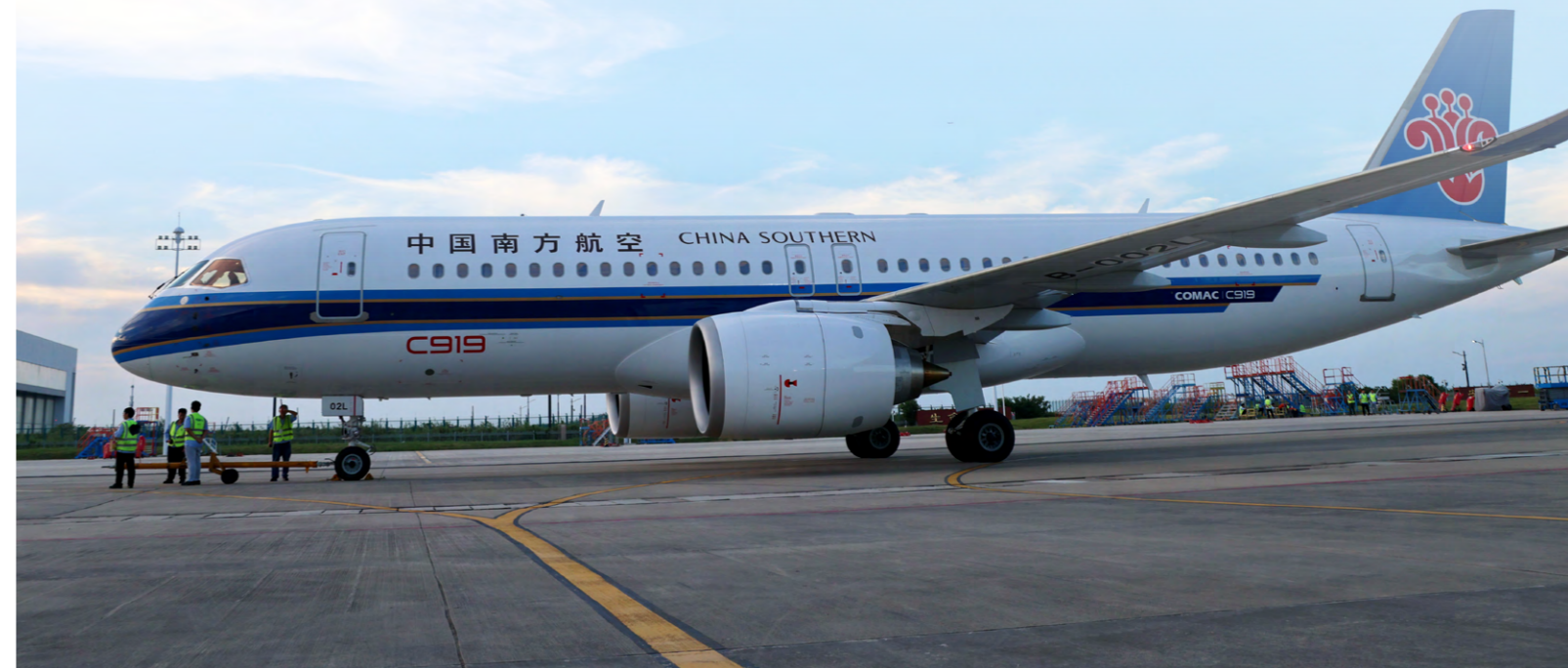
In addition to statutory weekends and public holidays, we also offer various types of paid leave, such as marriage leave, maternity leave, family visit leave, and birthday leave.

Non-monetary benefits

In compliance with the laws and regulations of each country and region, all employees with children under the age of three—regardless of whether they are the primary caregiver—are entitled to 10 days of paid parental leave each year.

Exclusive benefits

We offer a complete range of welfare support, including dormitories, commute shuttle services, staff cafeterias, and preferential airfare for employees.



Delivering on employee care

China Southern Airlines upholds the principles of "Delivering Tangible Benefits to Employees" and the "Healthy Initiative of China Southern Airlines". We implement an eight-step care and support program, organize a wide variety of cultural and sports activities, and actively cultivate a healthy, energetic, and positive team environment.

Promoting "Healthy Initiative of China Southern Airlines"

Applying vector control

We combined routine disinfection with emergency response measures, comprehensively strengthening supervision and guidance for vector-borne disease prevention and control, and successfully ensured that no dengue or chikungunya outbreaks occurred within the Company.

Elevating dining standards

We launched pilot projects under the Nutrition-Healthy Canteen initiative, providing diverse meals as well as low-salt, low-fat, and low-sugar nutritious dishes, earning the honor of Model Nutrition Canteen and Healthy Dining Facility of Guangzhou.

Facilitating mental health

We consistently conduct employee mental health literacy assessments and improvement initiatives, hosting the 2nd Sleep Health Week and the 3rd Mental Health Week. Through the approach of "points (individual on-site counseling), lines (group coaching), and surfaces (Company-wide education)", we help employees and their families relieve stress and enhance well-being.



China Southern Airlines' 3rd Mental Health Week

Enriching employee activities

China Southern Airlines has officially opened several new sports facilities in the South District of Guangzhou Baiyun International Airport, including outdoor employee football and pickleball fields, as well as an indoor sports complex for basketball, badminton, and pickleball managed by the Flight Operations Division. We launched a variety of competitions—such as the "China Southern Airlines-Xiamen Airlines-Sichuan Airlines" employee tennis team invitational, the inaugural employee pickleball tournament, the employee badminton championship, and the employee basketball leagues—to enrich our employees' leisure time and foster a culture of fitness for all.



China Southern Airlines Employee Badminton Championship



China Southern Airlines Employee Basketball Leagues

Supporting women in the workplace

China Southern Airlines continues to advance the construction of the "Trade Union Caring Mother's Room" and runs the long-term themed reading activity "Kapok Reading". Through legal seminars and women-focused educational campaigns, we empower female employees with knowledge of key statutes, including the *Civil Code of the People's Republic of China*, the *Law of the People's Republic of China on Family Education Promotion*, and the *Labor Law of the People's Republic of China*, thereby creating a workplace environment strongly committed to safeguarding the rights and interests of female employees. In 2025, three of our "Caring Mother's Rooms"—operated by the China Southern Airlines Headquarters, the Integrated Support Department, and Xiangyi Company—were recognized as "Guangdong Trade Union Caring Mother's Rooms".



China Southern Airlines Shenzhen Branch's "Read Deeply, Share Joyfully, and Embrace the Future" Initiative

Collecting employees' satisfaction feedback

China Southern Airlines continuously enhances its employee care system by establishing a regular annual employee satisfaction survey mechanism. Conducted online and covering all positions, the survey focuses on remuneration and benefits, career development, work environment, and other dimensions.

Safeguarding the well-being of retired employees

China Southern Airlines provides tailored services to retirees under a "one person, one plan" approach, offering home-based educational, service, and care visits. Throughout the year, we completed more than 650 one-on-one medication deliveries, 30 individual health checkup explanations, 265 blood pressure and heart rate monitoring sessions, 156 medication guidance and appointment coordination sessions, 386 medication plan update registrations, and ensured 26 medical consultations. We also organized over 2,100 retirees to participate in dedicated health checkups, supporting their well-being with comprehensive health management services.

Deepening Global Responsibility

Optimizing routes and expanding networks

Guided by the national strategy to build a country with strong transportation network, China Southern Airlines continues to expand its international route network. We focus on strengthening air connectivity between key domestic metropolitan clusters—such as the Guangdong-Hong Kong-Macao Greater Bay Area, the Beijing-Tianjin-Hebei Region, and Northeast China—and major global hubs. This further promotes the cross-regional flow of people, capital, and technology, providing strong support for the nation's "dual circulation" development strategy and fostering smooth trade and high-quality economic growth.

In 2025, China Southern Airlines served 82 international destinations alongside those in Hong Kong and Macao special administrative regions and the Taiwan region, operating 184 routes. The airline carried 17.87 million international passengers, a year-on-year increase of 19.62%. During the same year, the Company operated 27 cargo routes, with total cargo volume reaching 513,700 tons.

Meanwhile, China Southern Airlines continues to expand the reach of its China-Australia network. During the reporting period, services between Guangzhou and Perth, as well as Guangzhou and Adelaide, were resumed. Additionally, a code-share agreement was signed with Virgin Australia, enabling passengers to seamlessly connect to Virgin Australia's network upon arrival at major hubs such as Sydney and Melbourne. This allows direct access to 17 destinations across Australia, New Zealand, and Vanuatu, leveraging Virgin's extensive regional routes to establish a comprehensive travel chain linking Chinese mainland with Australia's key cities and regional destinations.



China Southern Airlines Guangzhou-Madrid Route Inauguration Ceremony

New route origins	Route		
Guangdong-Hong Kong-Macao Greater Bay Area (13 routes)	Guangzhou-Surabaya	Guangzhou-Madrid	Shenzhen-Osaka
	Guangzhou-Almaty	Guangzhou-Darwin	Shenzhen-Chiang Mai (seasonal)
	Guangzhou-Tashkent	Guangzhou-Vancouver	Shenzhen-Yangon (seasonal)
	Guangzhou-Riyadh	Shenzhen-Tokyo	Shenzhen-Da Nang (seasonal)
	Guangzhou-Wuhan-Moscow		
Beijing-Tianjin-Hebei Region (2 routes)	Beijing Daxing-Dushanbe		
	Beijing Daxing-Doha		
China (Xinjiang) Pilot Free Trade Zone (2 routes)	Urumqi-Dubai		
	Urumqi-Osh		

New route origins	Route	
Central China (6 routes)	Changsha-Tokyo	Changsha-Hanoi
	Changsha-Singapore	Changsha-Osaka
	Changsha-Hanoi (Chinese New Year/seasonal)	Wuhan-Phuket (Chinese New Year/seasonal)
Northeast China (3 routes)	Yanji-Cheongju (summer seasonal)	
	Yanji-Busan (summer seasonal)	
	Harbin-Vladivostok	

As a committed participant in the Belt and Road Initiative, we have launched 153 routes serving Belt and Road partner countries, connecting to 55 cities across 36 nations, making us the largest airline carrier operating along the Belt and Road.



During the 138th China Import and Export Fair (Canton Fair), China Southern Air Logistics Company rolled out tailored "One Category, One Solution" services. From booth to shelf, the Company ensured precise logistics across the entire process, from exhibit warehousing and air transit to global delivery. They especially strengthened capacity on key Belt and Road routes, such as Guangzhou to Riyadh, Dubai, and Moscow, establishing dedicated "green air channels" for major exhibits in electronics and smart devices. This provided integrated transport from sample delivery to bulk order fulfillment, significantly reducing international shipping times.



Flying homegrown wings to the world

From November 17–21, the Dubai Airshow was grandly held at Al Maktoum International Airport in the UAE. For the first time, China Southern Airlines' C919 arrived in the Middle East, making its debut at the airshow and participating in a static display. The aircraft showcased its new-generation cabin interior, designed with the theme of "oriental grace", to the international audience. Visitors were invited to explore the cockpit and experience domestically manufactured seats, fully demonstrating the advanced technology of the cockpit and the comfort of the cabin in China's large commercial airliner. During the airshow, the China Southern Airlines C919 received over 200 major delegations and welcomed more than 5,000 visits from aviation professionals.



"As an engineer, I pay close attention to aircraft facilities and component quality. This single-aisle jet is built to an exceptionally high standard".

— Ahmed, Kuwait Airways Engineer



Scan the QR code
To watch China Southern
Airlines C919's Middle
East journey



Bridging cultures through exchange and mutual learning

China Southern Airlines actively promotes cross-cultural integration projects in New Zealand, Australia, and the Republic of Korea, focusing on themes such as festival culture and the Belt and Road Initiative to create high-quality programs. Leveraging our overseas offices, we organize activities including Chinese film screenings, tea culture forums, and Chinese New Year galas. We also collaborate with local cultural and tourism resources in Guangzhou, Chongqing, Guizhou, and other regions to host exchange events, continually sharing China's stories and those of China Southern Airlines. In 2025, China Southern Airlines conducted over 330 overseas cultural exchange activities. Notably, our integration model for the Republic of Korea was recognized by China International Communications Group as a top case study in corporate image building in 2025 (the 8th session).



China Southern Airlines and the Guangzhou Municipal Culture, Radio, Television and Tourism Bureau Jointly Organized the "Chinese New Year Celebration in Guangzhou: A 2025 Journey to the City of Flowers for Distinguished International Guests"

Setting an example in overseas philanthropy

China Southern Airlines has established exemplary cases in international communication and corporate image building through overseas public welfare activities—such as the "Root-Seeking" heritage tours for Chinese-Australian youth, environmental protection projects in Ulsan, the Republic of Korea, and charity fundraising for Ronald McDonald House in New Zealand—demonstrating the airline's positive and proactive commitment to fulfilling its responsibilities abroad. Among these, our Auckland office received high recognition from the Chinese Community Social Services Centre Limited, a leading multicultural service organization in New Zealand, and was awarded the "Community Service Award" for its long-term contributions to the local community.

Fostering Win-Win Collaboration

Enhancing multilateral collaboration

China Southern Airlines has developed a four-pillar strategic cooperation service framework—"Partner Sourcing, Collaboration Promotion, Platform Building, and Capability Empowerment". We signed cooperation agreements with six local governments, including Yiwu and Altay, and established cooperation intentions with 15 industry partners such as Aero Engine Corporation of China (AECC) and China International Marine Containers (Group) Co., Ltd. (CIMC). These efforts further deepen our strategic collaboration with local governments and leading industry enterprises, with demonstrable results in multimodal transportation, trunk-and-branch route integration, and hub construction, supporting the national strategy of building China into a transportation powerhouse.

Concurrently, China Southern Airlines, focusing on the "China Southern Airlines-Xiamen Airlines-Sichuan Airlines Strategic Synergy" initiative, continued to strengthen strategic cooperation across ten core sectors. Together with Xiamen Airlines and Sichuan Airlines, we explored initiatives such as network integration, co-development of loyalty programs, joint customer acquisition, and collaborative cost optimization, achieving 15 cooperation achievements during the reporting period.

2025 strategic highlights

<p>Government-enterprise collaboration</p>	<ul style="list-style-type: none"> ▶ In April, China Southern Airlines signed a strategic cooperation framework agreement with the Kashgar Prefecture Administration. The collaboration focuses on route connectivity, aviation industry chain development, and value chain extension to promote the growth of Kashgar's regional aviation industry. ▶ In April, China Southern Airlines and the People's Government of Yiwu City signed a new round of strategic cooperation framework agreement at the World Yiwu Convention 2025, with a view to comprehensively advancing cooperation in areas including route network expansion, local resource utilization, infrastructure development, and operational services.
<p>Corporate partnerships</p>	<ul style="list-style-type: none"> ▶ In January, China Southern Airlines signed a strategic cooperation agreement with CIIC Group, leveraging both parties' leading positions in civil aviation and human resources services. The cooperation aims to explore collaboration in areas such as digital transformation and data elements, promoting deeper integration between the civil aviation and human resources service industries. ▶ In July, China Southern Airlines and Uzbekistan Airways formally signed a memorandum of understanding, focusing on in-depth cooperation in four key areas: interline and code-share operations, air cargo, third-party business, and passenger services. The collaboration aims to create a broader route network and deliver an enhanced travel experience. ▶ In November, China Southern Airlines signed a specialized integration project with China Merchants Group in the air logistics sector, involving comprehensive integration in areas such as personnel, technology, market, and management. The initiative will accelerate unified innovation in branding, data, and other strategic elements.
<p>Media-enterprise synergy</p>	<ul style="list-style-type: none"> ▶ In July, China Southern Media signed a strategic cooperation agreement with TopBrand Union (Beijing) Consulting Company, officially becoming the exclusive aviation media co-host of the 19th China Brand Festival in 2025. Together, the partners aim to set a benchmark for "aviation-driven brand communication". ▶ In July, China Southern Media signed a strategic cooperation agreement with CPAA Theatres Development Co., Ltd. to jointly operate cultural projects such as stage plays, musicals, concerts, exhibitions, and international cultural exchanges. Together, they aim to create aviation-themed cultural and tourism IP and pioneer a new "Aviation + Culture" all-media paradigm.

Building a responsible supply chain

Suppliers throughout the supply chain are not only China Southern Airlines' partners but also vital stakeholders. China Southern Airlines attaches great importance to ESG development within the supply chain, focusing on suppliers' performance in compliance, green initiatives, and social responsibility. We integrate sustainability principles into our supplier management system, ensuring full lifecycle management and building a robust ecosystem of high-quality suppliers.

Governance

In terms of management structure, China Southern Airlines has established a three-level supplier management framework: the management, the execution, and the implementation. By clearly defining responsibilities and collaboration mechanisms at each level, we achieve precise supplier management and optimal resource allocation, ensuring the entire supply chain management process is efficient, stable, and fair.



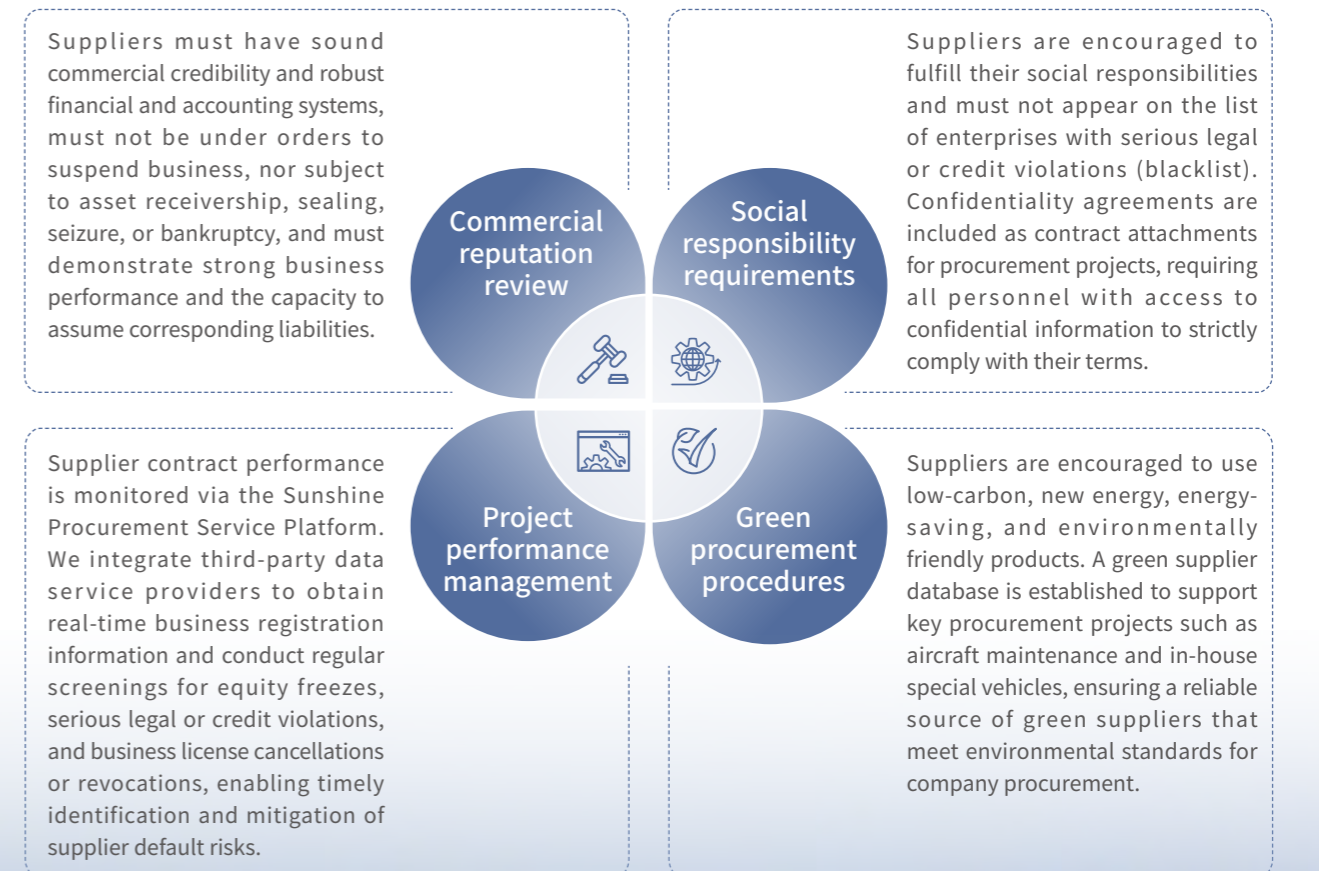
In terms of management systems, China Southern Airlines has formulated the *Provisions on Procurement Work of China Southern Air Holding Company Limited* as the overarching document guiding procurement management. This provisions document serves as the general volume of the *Procurement Management Manual* and is supplemented by four subsidiary manuals, including the *Administrative Measures for Procurement of China Southern Air Holding Company Limited*, the *Implementation Measures for Procurement of China Southern Air Holding Company Limited*, and the *Administrative Measures for Procurement Personnel of China Southern Air Holding Company Limited* and the *Measures for the Supervision, Inspection, and Accountability of Procurement Activities of China Southern Air Holding Company Limited*. These documents clearly define four key areas: procurement management, procurement implementation, procurement supervision, and procurement personnel management, thereby ensuring the completeness and effectiveness of the procurement management system.

Strategy

China Southern Airlines continuously strengthens its supplier management system by standardizing supplier onboarding and offboarding procedures, implementing tiered management and dynamic evaluation processes, and specifying the requirements for supplier category pool certification and criteria for identifying restricted suppliers. These measures are designed to prevent supply chain risks, build a stable and efficient supply chain, and foster a healthy supplier ecosystem.

In addition, China Southern Airlines consistently upholds the principle of fair treatment for small and medium-sized enterprises (SMEs), strictly complying with the *Regulation on Ensuring Payments to Small and Medium-Sized Enterprises*, and continuously improving the business environment for SMEs. We include contact information for reporting payment arrears in all standard procurement contract templates, ensuring openness and transparency. During contract signing and throughout contract fulfillment, suppliers are clearly informed in writing of the channels for reporting overdue payments within both the Company and China Southern Air Holding Company Limited, providing SMEs with a convenient and efficient means for rights protection and effectively safeguarding their legitimate interests.

Impact, risk, and opportunity management



Indicators and targets

Supply Chain Security Indicators

Indicator	Unit	2023	2024	2025
Total supplier count	Entity	34,228	42,628	50,553
Suppliers suspended or removed	Entity	74	268	845
Non-compliant suppliers restricted from trading	Entity	64	54	105

Supply Chain Security Targets

Target	Progress
Rated Grade A in the benchmarking assessment for procurement and supply chain management of the SOEs directly under the central government	☑ Completed
Conduct at least one supplier training session annually	☑ Completed
Conduct one supplier due diligence review	☑ Completed

Promoting industry development

During the 14th Five-Year Plan period, China Southern Airlines led the drafting of several industry standards, including the *IoT Construction Guide for Airlines* and the *Civil Aviation Chemical Management Specifications*, participated in developing three national standards, and organized key industry exchange events such as the AI+ Industry Ecosystem Innovation Summit themed "Innovation Leadership: AI Empowerment", the International Symposium on Aviation Operations Control and Intelligent Operations, the China Southern Airlines-Xiamen Airlines-Sichuan Airlines Corporate Culture Exchange Conference, the Global Catering Suppliers Conference, and the Guangzhou Partner Exchange Conference. China Southern Airlines also participated in major events such as the China International Import Expo (CIIE), the China International Consumer Products Expo (CICPE), the China New Media Conference, and the CATA Aviation Conference, promoting an open and mutually beneficial aviation cooperation ecosystem by establishing standards and fostering exchanges.



AI+ Industry Ecosystem Innovation Summit



International Symposium on Aviation Operations Control and Intelligent Operations

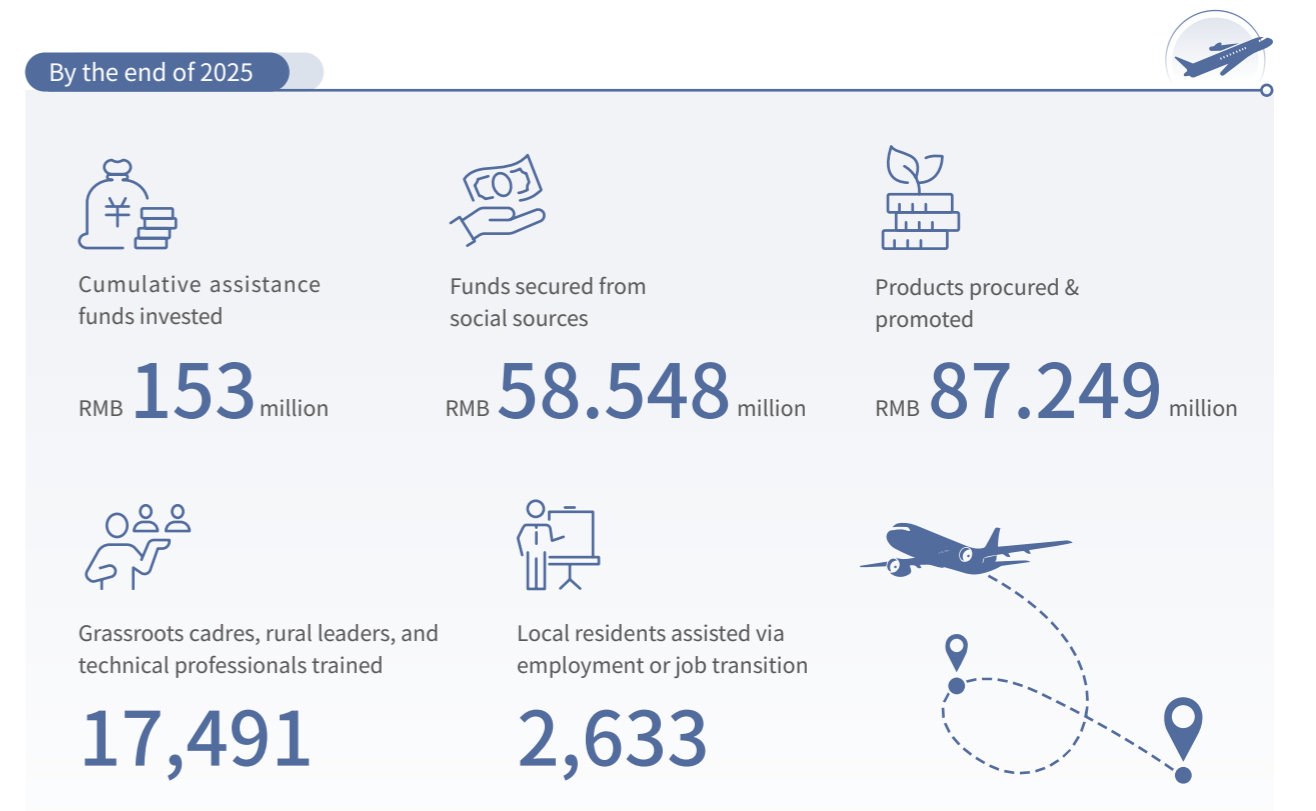
Empowering Rural Revitalization

Strengthening leadership and refining mechanisms

China Southern Airlines continues to drive rural revitalization through high-level leadership and systematic deployment. The Company has officially released the *Three-Year Plan of China Southern Air Holding Company Limited for Deepening Rural Revitalization Assistance (2025-2027)* alongside the associated annual implementation roadmaps, providing clear action guidance for assistance efforts. The Secretary of the Leading Party Members Group and the Chairman of the Board personally conducted inspection and guidance visits in Hotan, Xinjiang, while other senior leaders and subsidiary heads conducted 54 on-site research and supervisory visits, establishing a new collaborative working mechanism characterized by "headquarters oversight, subsidiary execution, vertical alignment, and collaborative progress". The Group's Assistance Office led the formation of a special project review team to strengthen project evaluation and fund supervision, laying a solid foundation for standardized and efficient operations in rural revitalization assistance.

Comprehensively advancing the "Five Revitalizations"

Focusing closely on the theme of the "Year of Standardizing Assistance Work", China Southern Airlines targets the objectives of the "Five Revitalizations". We adhere to a systematic approach and implement precise measures to continuously strengthen the foundation of assistance work and ensure that all tasks are effectively executed, making active contributions to the comprehensive promotion of rural revitalization.



Promoting industrial revitalization and fostering endogenous potential

China Southern Airlines is committed to cultivating distinctive and competitive local industries tailored to regional characteristics. In Pishan County, we innovatively created the "Sky Pearl Shared Farm" to develop large-scale ecological livestock farming, and continuously expanded the "Sky Pearl Kapok" sweet potato cultivation project, effectively driving local employment. In Moyu County, we built a specialty orchard demonstration park and an integrated industry-academia-research planting base, solidifying the foundation for sustainable industries. Meanwhile, we supported the integration of culture and tourism by assisting the operation of "Moyu Old Town", a 4A-rated scenic area, and developed new cultural and tourism landmarks such as the themed exhibition for the film "Ordinary Hero".



The "Sky Pearl Kapok" Sweet Potato Cultivation Project

Bridging consumption and expanding market access

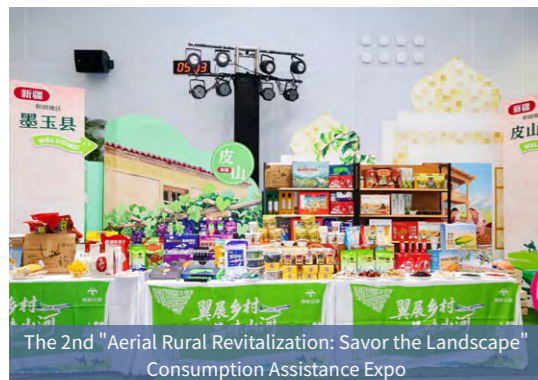
China Southern Airlines leveraged its channel and brand advantages to build an integrated consumption assistance system that links online and offline channels as well as air and ground services. The 2nd "Aerial Rural Revitalization: Savor the Landscape" Consumption Assistance Expo was successfully held, featuring over 400 products from 14 assistance sites. The Company actively participated in a series of central SOE-led consumption assistance activities and innovatively launched "in-flight consumption assistance". Local products were brought onto the China Southern Airlines proprietary mall and other self-owned platforms, and partnerships were established with external e-commerce platforms such as JD.com, forming an "offline experience, online ordering, nationwide delivery" model. Additionally, 39 new aviation meals and snacks were developed using agricultural products from assisted regions, effectively increasing product value and market reach.

| [Read more](#)



Scan the QR code

To discover China Southern Airlines' approach to "Bridging the Gap for Rural Revitalization"



The 2nd "Aerial Rural Revitalization: Savor the Landscape" Consumption Assistance Expo



Xinjiang Branch's Consumption Assistance Themed Flight

Focusing on talent cultivation to solidify the foundation for growth

China Southern Airlines has thoroughly implemented an integrated strategy of intellectual and capacity empowerment, establishing a multi-level talent training and employment support system. In collaboration with the China Foundation for Rural Development, we organized teacher training and supported the China Southern Airlines Sky Pearl Primary School football team from Moyu County in participating in the International Youth Football Invitational Tournament in Dalian. Through targeted training initiatives, we have provided training to over 1,700 grassroots officials and rural revitalization leaders, and pioneered the "Spark Program" training camp, bringing management courses directly to the front lines. We have facilitated the employment transition of over 2,600 previously impoverished individuals by organizing work placements outside their home areas, creating public welfare positions, and expanding channels for "local employment without migration". Ongoing activities such as the "Building Xinjiang an Advanced Region with Profound Culture" initiative, aesthetic education volunteering, and the "Civil Aviation Knowledge into Schools" program continue to support youth development.



Villagers from China Southern Airlines' Assisted Villages Participated in Training Programs



"Summer Breeze" Teaching Volunteer Group from the Central Academy of Fine Arts Delivered Aesthetic Education Programs in Assisted Villages of Pixina Township on Invitation

Promoting ecological revitalization to improve rural environments

China Southern Airlines has focused on addressing key livelihood issues and improving living environments. In Pixina Township, Pishan County, we completed a series of projects, including the conversion of coal heating to electric heating systems, the renovation of hazardous bridges, road lighting enhancements, and the construction of an ecological park, all of which have improved travel conditions and residential environments. We also advanced ecological restoration by afforesting 1,000 mu (approximately 67 hectares) of sandy land, implementing sprinkler irrigation, and laying pedestrian walkways to establish a sustainable ecological landscape.



Leisure Zone at the China Southern Airlines Sky Pearl Model Village in Pixina Township, Pishan County

Deepening grassroots governance and fostering a culture of rural civility

China Southern Airlines has emphasized strengthening grassroots governance through a "Party Building + Assistance" mechanism, promoting cooperation between resident working teams and the "two village committees". Collaborative efforts have included organizing themed Party days, revising village rules and regulations, and establishing rapid-response mechanisms for public services. By organizing cultural events such as Spring Festival galas and dance competitions, we have enriched the spiritual lives of villagers, promoted rural civility, and contributed to Jaytoghraq Village in Pishan County being recognized as a National Civilized Village of the 7th session.



China Southern Airlines' Xinjiang-stationed Team in Pixina Township, Pishan County Organized the "Cool Summer, Safe Water Fun" Themed Summer Event

Championing Philanthropy

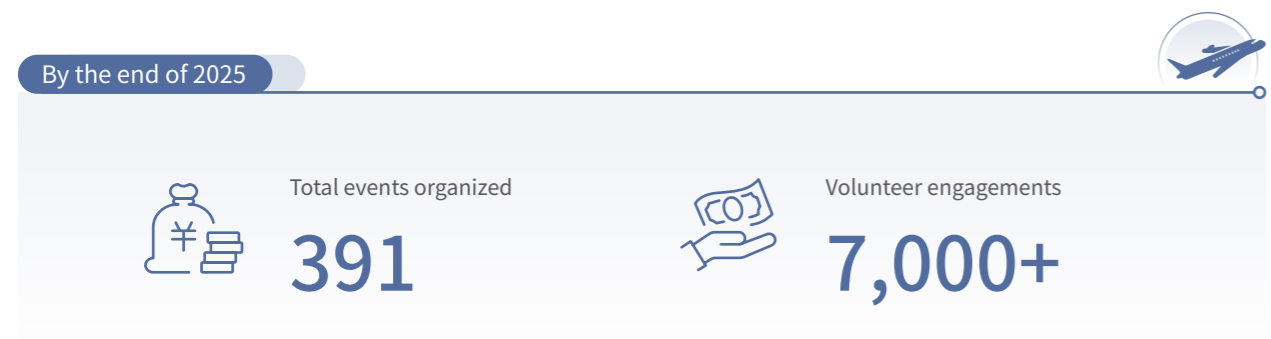
Establishing a charitable foundation

The China Southern Airlines "Ten-Cent" Caring Foundation focuses on standardized operations, strategic planning, and brand development. It synergizes charitable initiatives with core business support, and has signed RMB 1 million education scholarship agreements with Pishan and Moyu counties in Xinjiang to effectively support rural education and enhance both public welfare benefits and the corporate image.




Launching regular volunteer services

China Southern Airlines has institutionalized and normalized volunteer service by coordinating the "Five Ones" volunteer action initiative. The "Youth" series covers thematic education, aviation science outreach, caring support, and travel assistance, among multiple sectors. Throughout the year, a total of 391 volunteer activities were organized, with over 7,000 volunteer participant, effectively promoting the spirit of volunteerism and enhancing China Southern Airlines' brand image.




- Youth Lecture**


We launched awareness and education campaigns to share inspiring Lei Feng stories in the new era.


- Youth in Campus**


We brought aviation knowledge into classrooms and helped rural children explore beyond the mountains.


- Youth Warmth**

Focusing on rural revitalization, caring for the elderly, and supporting special groups, we showcased compassion and sense of responsibility.


- Youth In-flight**

By providing volunteer services to enhance passengers' travel experiences, we strengthened the China Southern Airlines brand.





Youth Warmth

Chongqing Airlines volunteers visited Yuelai Elderly Care Center in Yubei District and organized the "Warming Hearts, Capturing Moments" charity photography event to take personal portraits for seniors.

Youth in Campus

Chongqing Airlines invited students from Longji to participate in a series of activities, including "Explore Guiyang with China Southern Airlines", "Discover the Wonders of Flight", "Interactive Cabin Experiences" and "Kapok in Guizhou: Supporting Children's Growth".



Outlook

Looking ahead to 2026, at the strategic starting point of the 15th Five-Year Plan, China Southern Airlines will continue to be guided by Xi Jinping's Thought on Socialism with Chinese Characteristics for a New Era, resolutely uphold the Party's leadership throughout the entire process of high-quality development, and remain committed to building a world-class air transport enterprise. Staying true to our mission—"Enabling More People to Enjoy Better Flights"—we will firmly safeguard aviation safety as our lifeline, adhere to the principle of customer value first, and intensively cultivate green and low-carbon transformation, smart aviation development, and the enhancement of global hub networks. Through robust safety measures, attentive service, and responsible action, we will fulfill our mandate as a state-owned enterprise directly under the central government, and boldly forge a new chapter in the development of civil aviation in this new era!



Appendix

I. List of Policies and Regulations

ESG Indicators	2025 Internal Policies	2025 Legal and Regulatory Compliance
A1 Emissions	<p>Management Measures for Verification of the Annual Carbon Emission Data Monitoring Report of China Southern Airlines Flight Activities</p> <p>Pollution Prevention and Control Work Plan of China Southern Group</p>	
A2 Resource utilization	<p>Energy Conservation and Emission Reduction Management Manual</p> <p>Business Process of Energy and Environmental Protection Management</p> <p>Work Plan for Plastic Pollution Control of China Southern Group from 2021 to 2025</p> <p>Management Standard for Prohibition and Restriction of China Southern Airlines Disposable Plastic Products</p> <p>China Southern Group Emergency Management Plan for Environmental Emergencies</p>	<p>Law of the People's Republic of China on the Prevention and Control of Water Pollution</p> <p>Law of the People's Republic of China on the Prevention and Control of Environmental Pollution by Solid Wastes</p> <p>Interim Measures for the Administration of Verification of Carbon Dioxide Emission Monitoring Report of Civil Aviation Flight Activities of Civil Aviation Administration</p> <p>Requirements Plan for Plastic Pollution Control in Civil Aviation Industry (2021-2025)</p>
A3 Environment and natural resources	<p>Guidance on Comprehensively Strengthening Ecological and Environmental Protection</p> <p>Work Plan for Green Development of China Southern Group</p>	
A4 Climate change	<p>Notice on Strengthening Charging Management of New Energy Vehicles</p> <p>Emergency Response Plan for Accidents of New Energy Vehicles</p> <p>Notice on Further Controlling the Use Time of APU</p> <p>Notice on Promoting the Implementation of the Work Flow of Optimization and Guarantee of Ground Power Supply and Air Conditioning Equipment</p> <p>Work Plan for Green Development of China Southern Group</p> <p>Report on China Southern Group's Carbon Peaking, Carbon Neutrality Goal and Realization Path</p> <p>Implementation Rules for the Special Assessment on Energy Conservation and Ecological and Environmental Protection</p> <p>China Southern Group Green Development 2023-2025 Targets and Implementation Plan</p>	

ESG Indicators	2025 Internal Policies	2025 Legal and Regulatory Compliance
B1 Employment	<p>Regulations on Labor Contract Management</p> <p>Regulations on Labor Dispatch Management</p>	<p>Labor Law of the People's Republic of China</p> <p>Labor Contract Law of the People's Republic of China</p> <p>Regulations on the Implementation of the Labor Law of the People's Republic of China</p>
B2 Health and safety	<p>General Emergency Management Plan of China Southern Group</p> <p>Guidance on Style Construction of Safety Practitioners of China Southern Airlines</p> <p>Standard Code of Conduct for Pilots of China Southern Airlines (Flight Operation)</p>	<p>Labor Law of the People's Republic of China</p> <p>Law of the People's Republic of China on the Prevention and Control of Occupational Diseases</p> <p>Civil Aviation Law of the People's Republic of China</p> <p>Law of the People's Republic of China on Work Safety</p> <p>Emergency Response Law of the People's Republic of China</p> <p>Counterterrorism Law of the People's Republic of China</p> <p>Fire Protection Law of the People's Republic of China</p>
B3 Development and training	<p>China Southern Airlines Training Center Development Plan (2020-2035)</p> <p>Three-Year High-quality Development Plan for the China Southern Airlines Party School</p> <p>Course Management Regulations</p> <p>Internal Instructor Management Regulations</p> <p>Outline for Building a World-Class Air Transport Enterprise with High Quality</p> <p>Action Plan of China Southern Air Holding Company Limited for Serving the Guangdong-Hong Kong-Macao Greater Bay Area</p> <p>"14th Five-Year" Development Plan of China Southern Airlines</p> <p>"14th Five-Year" Human Resources Plan of China Southern Airlines</p> <p>Cadre Education and Training Plan for China Southern Air Holding Company Limited (2023-2027)</p>	<p>Action Outline for Building a Leading Civil Aviation Nation in the New Era</p> <p>"14th Five-Year" Civil Aviation Development Plan</p> <p>Regulations on the Work of Party Schools (Administrative Colleges) of the Communist Party of China</p> <p>Opinions on Promoting Innovative Development in Civil Aviation Science and Technology Education</p> <p>Copyright Law of the People's Republic of China</p> <p>Teachers Law of the People's Republic of China</p>
B4 Labor code	<p>Special Collective Contract for the Protection of Female Employees' Rights and Interests</p> <p>Management Measures for Interns</p> <p>Regulations on Honor Recognition Management</p> <p>Employee Disciplinary Regulations</p> <p>List of Typical Negative Behaviors of Employees</p> <p>Employee Sick Leave Management Measures</p> <p>Employee Leave Management Measures</p> <p>Management Measures for Staff Waiting for Post</p> <p>Internal Talent Market Management Measures</p>	<p>Labor Law of the People's Republic of China</p> <p>Provisions on the Prohibition of Child Labor</p> <p>Law of the People's Republic of China on the Protection of Minors</p>

ESG Indicators	2025 Internal Policies	2025 Legal and Regulatory Compliance
B5 Supply chain management	Provisions on Procurement Work of China Southern Air Holding Company Limited	
	Administrative Measures for Procurement of China Southern Air Holding Company Limited	
	Implementation Measures for Procurement of China Southern Air Holding Company Limited	
	Measures for the Supervision, Inspection, and Accountability of China Southern Group's Procurement Work	Bidding Law of the People's Republic of China
	Administrative Measures for Procurement Personnel of China Southern Air Holding Company Limited	Regulations for the Implementation of the Bidding Law of the People's Republic of China
	Detailed Rules for Implementation of Supplier Management of China Southern Air Holding Company Limited	Government Procurement Law of the People's Republic of China
	Detailed Rules for Implementation of Category Management of China Southern Air Holding Company Limited	
	Detailed Rules for Implementation of Procurement Acceptance and Performance Monitoring of China Southern Air Holding Company Limited	
	Detailed Rules for Implementation of Non-Tendered Procurement of China Southern Air Holding Company Limited	
	Detailed Rules for Implementation of Tendered Procurement of China Southern Air Holding Company Limited	
B6 Product liability	Safety Audit Manual	
	Regulations on Management of Dishonesty	
	Regulations on Supervision and Management of Cockpit Sound	
	Regulations on the Administration of Comprehensive Smoking Ban on Aircraft	Civil Aviation Law of the People's Republic of China
	Flight Technology Management Manual	Rules for Operation Qualification Certification of Large Aircraft Public Air Transport Carriers
	Pilot Training Program	Rules for Certification of Civil Aircraft Pilots
	Operation Manual	
	Aviation Health Management Manual	
	Aircraft Public Health Manual	
	Emergency Control Plan for Public Health Emergencies	
Regulations on the Management of Typical Work Style Issues Among Safety Personnel		
Regulations on Accountability for Management Responsibilities Related to Criminal Offenses Involving Safety Personnel		

ESG Indicators	2025 Internal Policies	2025 Legal and Regulatory Compliance
B7 Anti-corruption	Measures for the Supervision, Inspection, and Accountability of China Southern Group's Procurement Work	
	Several Measures to Strengthen Integrity Risk Prevention and Control in China Southern Air Holding Company	
	Guidelines on Standards for Classifying and Handling Suppliers Involved in Violation and Illegal Cases	
	Several Measures to Strengthen the Construction of Clean Culture in China Southern Group	Criminal Law of the People's Republic of China
	Notice on the Change of the Acceptance Channel of Disciplinary Inspection, Supervision and Complaint Reporting of China Southern Group	Company Law of the People's Republic of China
	Measures for Recording and Reporting Interference by Leading Cadres in Procurement Work at China Southern Group (Company Limited)	Anti-Money Laundering Law of the People's Republic of China
	Measures for Recording and Reporting Interference by Leading Cadres in Infrastructure Projects at China Southern Group (Company Limited)	Anti-Unfair Competition Law of the People's Republic of China
	Measures for Preventing "Escape Resignations" at China Southern Group	Interim Provisions on the Prohibition of Commercial Bribery
	Regulations on Regulating the Wedding and Funeral Celebrations of Leading Cadres of China Southern Group	Anti-Monopoly Law of the People's Republic of China
	Administrative Measures for Incorruptible Government Archives of Leading Cadres of China Southern Group	Bidding Law of the People's Republic of China
	Anti-Commercial Bribery Compliance Management Regulations	Supervision Law of the People's Republic of China
	Anti-Commercial Bribery Compliance Guidelines	
	Anti-Commercial Bribery Compliance Guidelines of the United States	
	Anti-Commercial Bribery Compliance Guidelines of the United Kingdom	
	Anti-Commercial Bribery Compliance Guidelines of Canada	
	Anti-Commercial Bribery Compliance Guidelines of Australia	
	Anti-Commercial Bribery Compliance Guidelines of New Zealand	
	Anti-Commercial Bribery Compliance Guidelines of the European Union	
	Anti-Commercial Bribery Compliance Guidelines of the United Nations	
B8 Community investment	Implementation Opinions on Further Strengthening China Southern Airlines' Voluntary Service	
	Notice on the Establishment of China Southern Group Voluntary Service Steering Committee	
	China Southern Airlines Voluntary Service Management Measures	
	Constitution of China Southern Airlines "Ten-Cent" Caring Foundation	
	Measures for the Management of Assistance Projects and Funds of China Southern Air Holding Company Limited	
	Several Measures to Strengthen Support and Care for Assistance Cadres at China Southern Air Holding Company Limited	Charity Law of the People's Republic of China
	Measures for Performance Evaluation of Assistance Work of China Southern Air Holding Company Limited	
	Administrative Measures for Consumption-Based Assistance at China Southern Air Holding Company Limited	
	Rules of Procedure for China Southern Airlines "Ten-Cent" Caring Foundation	
	Rules of Procedure for the Office of the Chairman of the China Southern Airlines "Ten-Cent Caring" Foundation	
Rules of Procedure for the Board of Supervisors of China Southern Airlines "Ten-Cent" Caring Foundation		

II. Performance Data

ESG Indicators		Unit	2023	2024	2025
A. Environment					
A1. Emissions					
A1.2	Total CO ₂ emissions	10,000 tons	2589.94	2927.06	3048.95
	CO ₂ emissions (Scope I)	10,000 tons	2569.62	2903.71	3026.73
	CO ₂ emissions (Scope II)	10,000 tons	20.32	23.34	22.22
	CO ₂ emissions per ton kilometer	Kilogram	0.86	0.81	0.77
A1.3	Hazardous waste (maintenance)	Ton	2241.40	717.03	840.96
A1.4	Non-hazardous waste (maintenance)	Ton	/	77.60	196.57
A1.6	Exhaust gas treated (maintenance)	10,000 cubic meters	30240	23040	13778
	Industrial wastewater treated (maintenance)	Ton	10993.2	11822.39	1375.6
	Production wastewater treated (catering)	10,000 tons	10.28	12.85	12.35
	Production wastewater treatment rate (catering)	%	100	100	100
	Waste treated (catering)	Ton	3250	3348	3208
	Waste treatment rate (catering)	%	100	100	100
A2. Resource utilization					
A2.1	Total energy consumption	10,000 tons of standard coal	1259107.10	13618594.79	14194058.531
	Direct energy consumption	10,000 tons of standard coal	1215327.91 1	13568286.63	14142414.95
	Indirect energy consumption	10,000 tons of standard coal	43779.19	50308.15	51643.58
	Energy consumption per RMB 10,000 of output	Tons of standard coal/RMB 10,000	0.74	0.77	0.77
	Aviation fuel consumption	10,000 tons	813.84	919.73	958.93
	Fuel consumption per ton-kilometer	Kilogram	0.27	0.25	0.246
	Gasoline	Ton	3128.89	2976.47	2950.69
	Diesel	Ton	6905.80	7899.91	7535.43

ESG Indicators		Unit	2023	2024	2025	
A2.1	Electricity	10,000 kWh	35621.80	40934.22	41878.08	
	Natural gas	10,000 cubic meters	1310.581	1439.98	1287.04	
	Liquefied petroleum gas	Ton	240.92	197.08	176.08	
A2.2	Total water consumption	10,000 tons	598.39	688.64	577.29	
	Water intensity	Cubic meters per RMB 10,000	0.3599	0.3900	0.3135	
B. Social						
B1. Employment						
B1.1	Total workforce	Person	99468	102597	108176	
	By gender	Female	Person	38904	40014	42538
		Male	Person	60564	62583	65638
	By region	Guangzhou	Person	24064	24330	24885
		Within China (excluding Guangzhou)	Person	74500	77469	82298
		Outside China	Person	904	798	993
	By age group	30 and under	Person	33917	34235	33154
		31-40	Person	38386	40147	43545
		41-50	Person	19515	19971	21875
		51 and over	Person	7650	8244	9602
	By education level	Postgraduate and above	Person	4795	5284	5965
Bachelor's degree		Person	55102	59107	62598	
Associate degree (junior college)		Person	26304	26821	27669	
High school and below		Person	13267	11385	11944	

ESG Indicators		Unit	2023	2024	2025	
B1.2	Comprehensive employee turnover rate	%	2.56	2.27	2.05	
	By gender	Female	%	1.55	1.38	1.12
		Male	%	1.01	0.89	0.93
	By region	Guangzhou	%	0.84	0.73	0.67
		Within China (excluding Guangzhou)	%	1.60	1.42	1.25
Outside China		%	0.12	0.12	0.13	
B1.2	By age group	30 and under	%	1.58	1.25	1.07
		31-40	%	0.79	0.66	0.61
		41-50	%	0.16	0.20	0.18
		51 and over	%	0.03	0.16	0.18
B2. Health and safety						
B2.1	Work-related fatalities	Person	2	1	1	
	Proportion of work-related fatalities among employees	%	0.00201	0.00097	0.00092	
B2.2	Number of workdays lost due to work-related injuries	Working day	1096	11572	13498	
B3. Development and training						
B3.1	Number of employees trained	Person	77716	84129	89786	
	By gender	Female	Person	34515	37551	38381
		Male	Person	43201	46578	51383
B3.2	Average training hours per employee	Hour	149.48	243.54	255.87	
	By gender	Female	Hour	148.62	153.40	190.26
		Male	Hour	150.55	316.21	304.88

ESG Indicators		Unit	2023	2024	2025	
B5. Supply chain management						
B5.1	Total supplier count	Entity	34228	42628	50553	
	By region	Central and Southern China	Entity	16315	19010	22626
		Northeast China	Entity	4202	4909	5723
		North China	Entity	4955	5945	7125
		East China	Entity	4320	5352	6727
		Northwest China	Entity	2101	2455	2964
		Southwest China	Entity	2046	2419	2934
		Outside Chinese Mainland	Entity	289	2538	2454
B5.2	Suppliers suspended or removed	Entity	74	268	845	
	Non-compliant suppliers restricted from trading	Entity	64	54	105	
B6. Product liability						
B6.2	Customer complaint rate	%	0.589	1.84	1.92	
	Complaint handling completion rate	%	100	99.99	100	
B7. Anti-corruption						
B7.3	Anti-commercial bribery training sessions held	Session	/	2	0	
	Anti-corruption training sessions held for the Board of Directors	Session	1	1	1	
	Anti-commercial bribery training coverage rate	%	/	100	0	
B8. Community investment						
B8.2	Total investment in rural revitalization	RMB 10,000	7469.87	9949.55	15029.08	
	Volunteer service participants	10,000 participants	1.3	1.06	0.9	
	Volunteer service hours	10,000 hours	4	3.7	3.6	

III. Indicator Index

Environmental, Social and Governance Reporting Guide, issued by Hong Kong Exchanges and Clearing Limited (HKEX)

Key Category	Content	Location	
A. Environment			
Aspect A1: Emissions	General disclosure	(a) Policies on exhaust gas and greenhouse gas emissions, discharges to water and land, and generation of hazardous and non-hazardous waste; and (b) Information on compliance with relevant laws and regulations that have a significant impact on the issuer	P85-87、P104-106
	A1.1	Types of emissions and related emissions data	P 9 5 、P106、 P145
	A1.3	Total amount of hazardous waste generated (measured in tons), and, where applicable, waste intensity (e.g., per unit of production or per facility)	P106、 P145
	A1.4	Total amount of non-hazardous waste generated (measured in tons), and, where applicable, waste intensity (e.g., per unit of production or per facility)	P105、 P145
	A1.5	Description of established emission reduction targets and the actions taken to achieve them	P95
	A1.6	Description of methods for handling hazardous and non-hazardous waste, as well as established waste reduction targets and the actions taken to achieve them	P104-106
Aspect A2: Resource utilization	General disclosure	Policies on the efficient use of resources (including energy, water, and other raw materials)	P102-104
	A2.1	Total direct and/or indirect energy consumption by type (e.g., electricity, gas, or oil) measured in thousand kilowatt-hours (kWh), and, where applicable, energy intensity (e.g., per unit of production or per facility)	P102
	A2.2	Total water consumption and, where applicable, water intensity (e.g., per unit of production or per facility)	P102
	A2.3	Description of the energy efficiency targets established and the actions taken to achieve them	P102
	A2.4	Description of any issues encountered in sourcing suitable water, as well as the water efficiency targets established and the actions taken to achieve them	P102-103
	A2.5	The total volume of packaging materials used for finished products (in tons), and, where applicable, the usage per production unit	P104
Aspect A3: Environment and natural resources	General disclosure	Policies to mitigate the issuer's significant impacts on the environment and natural resources	P98-101、P106
	A3.1	Description of the significant impacts of business activities on the environment and natural resources, as well as the management actions taken to address these impacts	P98-101、P106
B. Social			
Employment and labor practices			

Key Category	Content	Location	
Aspect B1: Employment	General disclosure	(a) Policies on remuneration and dismissal, recruitment and promotion, working hours, leave, equal opportunity, diversity, anti-discrimination, and other terms and benefits; and (b) Information on compliance with relevant laws and regulations that have a significant impact on the issuer	P111-113、P121-122
	B1.1	Total number of employees by gender, employment type (e.g., full-time or part-time), age group, and region	P118、 P146
	B1.2	Employee turnover rates by gender, age group, and region	P147
Aspect B2: Health and safety	General disclosure	(a) Policies on providing a safe working environment and safeguarding employees against occupational hazards; and (b) Information on compliance with relevant laws and regulations that have a significant impact on the issuer	P123-124
	B2.1	Number and rate of work-related fatalities for each of the past three years (including the reporting year)	P113、 P146
	B2.2	Number of workdays lost due to work-related injuries	P113、 P147
Aspect B3: Development and training	General disclosure	Policies for enhancing employees' knowledge and skills required to fulfill their job responsibilities. Description of training activities	P114-117、P119-120
	B3.1	Percentage of employees trained, categorized by gender and employee category (e.g., senior management, middle management)	P118
	B3.2	Average number of training hours completed per employee, categorized by gender and employee category	P118
Aspect B4: Labor code	General disclosure	(a) Policies for the prevention of child labor and forced labor; and (b) Information regarding compliance with relevant laws and regulations that have a significant impact on the issuer	P112-113
	B4.1	Description of measures to review recruitment practices to prevent child labor and forced labor	P112
	B4.2	Description of steps taken to eliminate any identified cases of non-compliance	P112
Operational practices			
Aspect B5: Supply chain management	General disclosure	Policies for managing environmental and social risks across the supply chain	P131-132
	B5.1	Number of suppliers by region	P133
	B5.2	Description of supplier engagement practices, the number of suppliers to whom these practices are applied, and the related implementation and monitoring methods	P131-132
	B5.3	Description of practices for identifying environmental and social risks at each stage of the supply chain, as well as the corresponding procedures for implementation and oversight	P131-132
	B5.4	Description of practices to encourage the use of environmentally friendly products and services during supplier selection, together with relevant implementation and monitoring procedures	P132
Aspect B6: Product liability	General disclosure	(a) Policies related to health and safety, advertising, labeling, privacy issues, and remediation for products and services; and (b) Information on compliance with relevant laws and regulations that have a significant impact on the issuer	P72-80
	B6.1	Percentage of total products sold or delivered that were recalled due to health and safety reasons	Not applicable
	B6.2	Number of complaints received regarding products and services and the corresponding response measures	P77
	B6.3	Description of practices on maintaining and protecting intellectual property rights	P44
	B6.4	Description of quality assurance processes and product recall procedures	Not applicable
	B6.5	Description of consumer data protection and privacy policies, including associated implementation and monitoring procedures	P78

Main category	Content	Location
Aspect B7: Anti-corruption	General disclosure	(a) Policies for the prevention of bribery, extortion, fraud, and money laundering; and (b) Information on compliance with relevant laws and regulations that have a significant impact on the issuer P40
	B7.1	Number and outcomes of corruption lawsuits initiated against the issuer or its employees and concluded during the reporting period P42
	B7.2	Description of preventive measures and whistleblowing procedures, as well as the corresponding implementation and oversight mechanisms P40-41
	B7.3	Description of anti-corruption training offered to directors and employees P42
Community		
Aspect B8: Community investment	General disclosure	Policies on community engagement to understand the needs of local communities and to ensure that business activities take community interests into consideration P134-138
	B8.1	Highlighted areas of contribution (such as education, environmental matters, labor needs, health, culture, and sports) P134-138
	B8.2	Resources allocated in these focus areas (e.g., financial contributions or time invested) P134, P137

Part D: Climate-related disclosures

Main category	Content	Page(s)
Governance	Governance	P85-86
Strategy	Climate-related risks	P87-93
	Business model and value chain	P87-93
	Strategy and decision-making	P87-93
	Financial position, performance, and cash flows	P87-93
	Climate resilience	P96-106
	Financial impacts of climate-related risks and opportunities	P87-93
Risk management	Risk management	P94
Indicators and targets	Greenhouse gas emissions	P95
	Climate-related transition risks	P91-92
	Climate-related physical risks	P89-90
	Climate-related opportunities	P91-92
	Capital deployment	P97
	Internal carbon price	P97
	Remuneration	P86
	Industry indicators	P95
	Climate-related indicators	P95, P145
	Cross-industry indicators and applicability of industry indicators	P95, P145-147

Guidelines No. 14 of Shanghai Stock Exchange for Self-Regulation of Listed Companies, issued by Shanghai Stock Exchange

No.	Dimension	Topic	Location
A. Environment			
1	Environment	Climate change mitigation	P85-97
2		Pollutant emissions	P104-105
3		Waste treatment	P105-106
4		Ecosystem and biodiversity protection	P106
5		Environmental compliance management	P98-101
6		Energy utilization	P102-103
7		Water resource utilization	P102-103
8		Circular economy	P93, P102
9	Society	Rural revitalization	P134-136
10		Social contributions	P137-138
11		Innovation-driven growth	P45-48
12		Tech ethics	Not applicable
13		Supply chain security	P131-133
14		Fair treatment of SMEs	P130
15		Product and service safety and quality	P72-82
16		Data security and customer privacy protection	P78
17		Employees	P111-124
18		Due diligence	As the due diligence process involves a significant amount of the Company's core business data and information, this topic is not currently disclosed to the public.
19	Sustainability governance	Stakeholder engagement	P17-18
20		Anti-commercial bribery and anti-corruption	P40-42
21		Anti-unfair competition	P43

IV. Report Assurance

TÜVNORD

Assurance statement No.CN-202603-CSR-05

Assurance Statement

TÜV NORD (Hangzhou) Co., Ltd., a subsidiary of TÜV NORD Group (hereinafter "TÜV NORD") has been commissioned by China Southern Airlines Company Limited (hereinafter "China Southern Airlines" or the "Company") to carry out an independent third-party assurance engagement on the 2025 Sustainability (ESG) Report of China Southern Airlines Company Limited (hereinafter referred to as the "Report").

China Southern Airlines is responsible for the collection, analysis, consolidation and disclosure of information referred to in the Report. TÜV NORD has performed such work (report assurance) within the authority agreed under the scope of the agreement with China Southern Airlines. China Southern Airlines is the designated user of this statement.

This statement is based on the 2025 Sustainability (ESG) Report of China Southern Airlines Company Limited. China Southern Airlines shall be responsible for the completeness and authenticity of the information and data contained in the Report.

User of Assurance Statement

This assurance statement is provided to all interested parties of China Southern Airlines.

Assurance Scope

- Sustainability-related data, cases, management and other relevant information of the Company for the 2025 fiscal year disclosed in the Report;
- Assurance location: China Southern Airlines Building, No. 68 Qixin Road, Baiyun District, Guangzhou (headquarters of China Southern Airlines);
- Evaluation of the management processes for the collection, analysis and inspection of data and information contained in the Report.

The on-site assurance was conducted from March 4th to March 6th, 2026.

Assurance Limitations

- Financial data in the Report are derived from the Company's financial statements audited by an independent third party, and no re verification is performed in this assurance engagement;
- Greenhouse gas emission data are subject to the third-party verification report, and only sampling verification of data sources is performed in this assurance engagement;
- This assurance is limited to the headquarters of China Southern Airlines, and no on-site verification has been performed at all subsidiaries and branches.

Assurance Method

The assurance process includes the following activities:

- Review of documentation and information provided by China Southern Airlines;
- Interviews with staff responsible for collecting Report information at China Southern Airlines;
- Review of public information published on relevant websites and in the media to verify data and information in the Report.

Assurance Guidelines

- Environmental, Social and Governance (ESG) Reporting Guide of The Stock Exchange of Hong Kong Limited;
- Self-Regulatory Guideline No. 14 for Listed Companies of the Shanghai Stock Exchange – Sustainability Report (Trial);
- Self-Regulatory Guide No. 4 for Listed Companies of the Shanghai Stock Exchange – Preparation of Sustainability Reports (Revised January 2026);
- Evaluation of Report quality against the GRI Sustainability Reporting Standards (GRI Standards 2021);
- TÜV NORD Rules for the Implementation of Report Assurance SC P A015 Rev.00.

Assurance Standard and Level

ISAE 3000 issued by the International Auditing and Assurance Standards Board (IAASB). Assurance level: Reasonable Assurance.

Assurance Conclusion

The 2025 Sustainability (ESG) Report prepared by China Southern Airlines objectively presents the Company's sustainability practices and

TÜVNORD

Assurance statement No.CN-202603-CSR-05

performance for the 2025 fiscal year. The data in the Report are reliable and objective. TÜV NORD has not identified any systemic or material misstatements.

- **Balance:** The Report objectively discloses anti-commercial bribery and anti-corruption practices, number and rate of work-related fatalities, workdays lost due to work-related injuries, employee turnover rate and other matters, demonstrating a reasonable level of balance.
- **Comparability:** The Report discloses relevant 2025 performance indicators and partial historical data of the past three years, allowing stakeholders to directly compare and understand the Company's sustainability performance.
- **Accuracy:** Verified cases and data disclosed in the Report are objective and accurate.
- **Timeliness:** The Report covers sustainability performance for the 2025 fiscal year. The Company has published the Report regularly for nineteen consecutive years, demonstrating strong timeliness.
- **Clarity:** The Report uses pictures, charts, cases and other formats to enhance the understandability of information.
- **Reliability:** The Strategy Planning & Investment Department of China Southern Airlines is responsible for collecting, recording, compiling and analyzing information and processes used in preparing the Report. All data were traceable during the assurance, ensuring information quality and substance.

Suggestions for Improvement

Through assurance and evaluation, we have provided relevant improvement suggestions on China Southern Airlines' sustainability practices and management. These suggestions are set out in the Assurance Report and submitted to the management of China Southern Airlines for reference in continuous improvement.

Special Statement

Excluded in this assurance statement:

- Activities outside the scope of information disclosed;
- Statements regarding the positions, views, beliefs, objectives, future development directions and commitments of China Southern Airlines.

Statement of Independence and Competence

TÜV NORD is a world-leading certification body with branches in more than 100 countries around the world. It provides inspection, testing and verification services, including management system and product certification; audits and training in the aspects of quality, environment, society and compliance; assurance of environmental, social responsibility and sustainability reports.

As TÜV NORD's independent member organization in China, TNHZ ensures that there is no conflict of interest with China Southern Airlines, its branches, or its stakeholders in carrying out this assurance process for the sustainability report. The assurance team is composed of experts with extensive experience and professional technical competence, conducting the assurance activities in accordance with TNHZ's internal procedure documents and global compliance policy requirements. All information in this report was provided by China Southern Airlines and TNHZ did not participate in the report preparation process.

Signature

On Behalf of TÜV NORD (Hangzhou) Co., Ltd.



Jack Yeh:

Sustainable Development Authorized Signatory/Executive Director and

CEO of TÜV NORD Greater China

Date: March 22nd, 2026 Shanghai

Note: In case of conflict between the Chinese and English versions of this statement, please refer to the Chinese version.

Feedback Form

Dear Readers,

Thank you for taking the time to review this report. We sincerely look forward to your evaluation of this report. Your valuable suggestions are essential for us to continuously improve our corporate social responsibility practices and standards. Your feedback will inspire us to keep moving forward!

1. Your role?

Customer Investor Government Employee Partner Environmental organization Community Media
 Peer Other

2. Overall rating of this report:

Excellent Good Fair Poor Very poor

3. Opinion on the structure of this report:

Very logical Logical Fair Poor Very poor

4. Assessment of layout and design:

Very logical Logical Fair Poor Very poor

5. Assessment of readability:

Excellent Good Fair Poor Very poor

6. Quality of disclosed CSR information:

Very high High Fair Low Very low

7. What additional comments or suggestions do you have regarding the social responsibility report or our performance?

For any valuable feedback, please contact:

Contact: Chen Cheng

E-mail: chen_cheng@csair.com



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