比亚迪股份有限公司
BYD COMPANY LIMITED



2024

Sustainability Report

BUILD YOUR DREAMS

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About This Report

This report is the *Sustainability Report* of BYD Company Limited (hereinafter "BYD" or "the Company") and its subsidiaries (hereinafter "the Group", "Group" or "we") for the year 2024. The last report was published in March 2024. BYD has steadfastly upheld the commitment to information transparency and long-term development by publishing an annual stand-alone report since 2010. This report details our governance, strategies, goals, practices and performance across the three core pillars of sustainability including environmental, social and governance.

Scope of Report

This is an annual report covering the period from 1 January 2024 through 31 December 2024 (hereinafter "the reporting period"). To enhance the comparability and completeness of the content of this report, some content is retroactive to previous years or extended to future years, as appropriate.

The scope of management strategies for material topics, key economic performance indicators, and key social performance indicators reported in this report is consistent with that presented in the *BYD Company Limited Annual Report 2024*, covering all entities within the Group, excluding the Company's associates and joint ventures. This report covers the automobiles, automobile-related products, electronics, and other product businesses. The scope of key environmental performance indicators reported in this report covers operational sites of the Company and its subsidiaries over which the Company has operational control, excluding overseas sites under construction and sales stores. If this report states otherwise regarding the scope of any information, that statement shall prevail. The scope of this report has been carefully defined to precisely reflect the performance of the Company and its subsidiaries in the adoption and implementation of ESG policies. Aligned with the business segments outlined in the Annual Report, it enables readers to draw meaningful comparisons and insights between ESG performance and financial performance.

Unless otherwise stated, the data in this report are denominated in RMB.

Reporting Standards

This report is prepared in accordance with Appendix C2 *Environmental, Social and Governance (ESG) Reporting Code of the Main Board Listing Rules of the Stock Exchange of Hong Kong Limited* (hereinafter the "HKEX ESG Reporting Code"), and *Self-Regulatory Guidelines No. 17 for Companies Listed on Shenzhen Stock Exchange — Sustainability Report (For Trial Implementation)* (hereinafter "SZSE Guidelines"). This report is also referencing an array of sustainability reporting standards, frameworks and initiatives, including the *European Sustainability Reporting Standards* (ESRS) issued by the European Financial Reporting Advisory Group, the *Sustainability Reporting Standards* of the Global Reporting Initiative (GRI) (hereinafter "GRI Standards"), the United Nations' Sustainable Development Goals (SDGs) and the *IWA 48:2024 Framework for implementing environmental, social and governance (ESG) principles* of the International Organization for Standardization (ISO).

An index of the main topics and indicators of the above-mentioned reporting standards is detailed in the appendix to this report for quick reference.



Reporting Principles

This report is prepared in accordance with the reporting principles in the HKEX ESG Reporting Code, including:

- Materiality: This report highlights the disclosure of issues identified through a materiality assessment as they may have a material impact on stakeholders and BYD's businesses.
- Quantitative: This report provides quantitative information, together with explanations, on KPIs and the criteria, methodologies, assumptions and calculation tools used to enable readers to assess and verify the performance of BYD's ESG policies and management systems.
- Balance: This report provides an unbiased picture of BYD's ESG performance based on reliable information sources and statistical methods, avoiding statements or presentation formats that may inappropriately influence a decision or judgment by the report reader.
- Consistency: Unless otherwise stated, we use consistent methodologies for this report to allow for meaningful comparisons of ESG data over time.

This report also refers to the reporting principles of the GRI Standards, including:

- Accuracy: Report information that is correct and sufficiently detailed to allow an assessment of BYD's impacts.
- Balance: Report information in an unbiased way and provide a fair representation of BYD's negative and positive impacts.
- Clarity: Present information in a way that is accessible and understandable.
- Comparability: Select, compile, and report information consistently to enable an analysis of BYD's impacts over time and an analysis of these impacts relative to those of other organizations.
- Completeness: Provide sufficient information to enable an assessment of BYD's impacts during the reporting period.
- Sustainability context: Report information about BYD's impacts in the wider context of sustainable development.
- Timeliness: Report information on an annual basis and make it available in time for information users to make decisions.
- Verifiability: Gather, record, compile, and analyze information in such a way that the information can be examined to establish its quality.

Confirmation and Approval

All data and materials presented in this report are derived from BYD's public information, internal official documents, statistical reports and third-party questionnaire survey results. The Board of Directors (the Board) of the Company oversees the content of this report to ensure that it does not contain any false presentations, misleading statements or material omissions. The Board assumes responsibility for the truthfulness, accuracy and completeness of the content herein.

This report was approved for release by the Board on 24 March 2025.

Access to the Report

This report can be viewed and downloaded either at the "Sustainable Development" page of BYD Group's website (www.bydglobal.com), or at the official website of HKEXnews (https://www.hkexnews.hk) or at the "Disclosure/Listed company information/Listed company announcements" page of SZSE (https://www.szse.cn/). This report is available in Traditional Chinese, Simplified Chinese and English. In case of any inconsistency between the Chinese and the English versions, the Simplified Chinese version shall prevail.

Contact

We hereby express gratitude to all stakeholders who provided us with advice and suggestions in the compiling of this report and promise to keep improving the quality of our reporting. For any advice and suggestion, please contact BYD by:

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Address: 3009 BYD Rd, Pingshan District, Shenzhen, Guangdong Province, China

Message from the Chairman



Wang Chuan-fu

Chairman and Executive Director
BYD Company Limited

2024 marks the 30th anniversary of BYD's establishment. Facing the accelerated evolution of changes unseen in a century and the tide of sustainable development, we bravely shoulder the responsibility and mission to introduce new energy vehicles from China to the world, becoming the first automobile enterprise in the world to achieve the 10 millionth new energy vehicle rolling off the assembly line, and having won the global new energy vehicle sales champion for three consecutive years. We deeply implement the new development concept, focusing on decarbonization, revolution, equity, alliance, moral-integrity and shared-value. We use the ESG system standard to inject new momentum into BYD's sustainable development and share our innovative development results with the world. Establishment at thirty, leading to the achievement of dreams. Looking back on the past 30 years, we have grown through trials and tribulations, from a small company with 20 people to a global leader in new energy vehicle brands, and have embarked on a path of high-quality development. Behind this is the green dreams that we BYD people have and continue to strive for, and it is inseparable from the care and support from all walks of life!

For thirty years of pioneering, our foundation lies in a green ambition. We have been thinking about how we can bring more value to society. From the "Three Green Dreams" of solar energy, energy storage and electric vehicles, to the "green transportation system" of using electric vehicles to control air pollution and SkyShuttle to control traffic congestion, they are all based on our brand initiative of "Cooling the Earth by One Degree". Today, our new energy vehicle operation footprint covers more than 400 cities in more than 90 countries and regions around the world, effectively promoting the green, low-carbon and high-quality development of the global transportation and manufacturing industries.

For thirty years of pioneering, our foundation lies in innovative technology. Technology allows us to stand higher and see farther, giving us the courage and confidence to "dare". We have always adhered to the development concept of "Technology Based, Innovation Oriented" and unswervingly adhered to the new energy strategy, constantly spawning and strengthening new productivity. We launched Blade Battery, DM-i Super Hybrid System, e-Platform 3.0, CTB Technology, e^4 Platform, DiSus Intelligent Control System, DMO Super Hybrid System and the God's Eye and high-level of intelligent driving system, etc., using technological innovation to satisfy people's yearning for a better life.

For thirty years of pioneering, our foundation lies in a steadfast sense of responsibility. We have been actively participating in international sustainable development affairs, cooperating with relevant global institutions, and providing electric bus green transit services for the 29th United Nations Climate Change Conference (COP29) in 2024; We actively participate in public welfare undertakings and set up a "3 billion Yuan education charity fund" to help the development of science and technology and education. We launched the *BYD: Basic Principles* and the first official book *The Soul of Engineers* to share BYD's growth process and development experience with the whole society. In addition, we have played the role of the manufacturing industry as a reservoir for employment. Up to now, we have offered the employment of nearly one million people and promoted social stability and harmonious development.

Standing at a new starting point of 30th anniversary, our sustainability report is a summary of the past and an expectation for the future. We will integrate the concept of sustainable development into corporate strategy and operation management, better play the role of corporate innovation as the main body, and at the same time build a solid bottom line for compliance operations, and work with upstream and downstream industry chain partners to achieve green dreams!

Finally, BYD solemnly commits to realizing whole value chain carbon neutrality by 2045!

Message from the Chief Sustainability Officer



Zhao Jian-ping

Vice President and Chief Sustainability Officer
BYD Company Limited

Since 2010, BYD has published social responsibility reports for 14 consecutive years to demonstrate our efforts in social responsibility. With the increasing global attention to sustainable development and the China Securities Regulatory Commission's promotion of reporting guidelines for listed companies, BYD actively responded to and referred to EU CSRD regulations, published a sustainability report, and becameone of the first batch of enterprises in the world to pass ISO IWA 48: 2024 verification. This shift signals that BYD will plan ESG governance and disclosure from a more comprehensive, long-term perspective, with a greater focus on long-term benefits and social impact.

Value Co-creation and Sharing

BYD closely embraces the three major stakeholders of customers, employees and shareholders, and shares the development results with all core stakeholders while implementing sustainable development practices.

We take customer satisfaction as our eternal pursuit goal. We adhere to the development concept of "technology is king, innovation is the foundation" and integrate leading technical strength into every detail of our products. The blade battery ensures travel safety, the intelligent network connection system upgrades the interactive experience, and the comprehensive after-sales service network provides considerate care. We strive to gain high recognition and love from customers with excellent quality, innovative technology and satisfactory service.

We are an engineer who protects BYD people with tolerance and inspiration. We are well aware that talents are the company's most precious wealth, insist on independent cultivation of talents, and encourage employees to try and innovate more in their work. Scientific and reasonable combination of incentives makes employees truly feel a sense of gain. Whether it is a fledgling fresh graduate who is eager to grow or an experienced backbone who pursues breakthroughs, they can work together with the company to achieve a win-win situation.

We have won the long-term trust and support of our shareholders with our solid financial performance. With our profound technical background, precise development strategy, and rapid decision-making mechanism, from the early technological attacks in the battery field to the strategic layout of the entire new energy vehicle industry chain, every technological iteration and every market development have been transformed into a strong performance growth momentum, driving sales and profits to rise, and the company's market value has risen steadily.

Adhere to industrial collaboration

BYD enthusiastically joins hands with suppliers, distributors and partners to give full play to its leading role, scientifically utilize our resources and capabilities, and support and cooperate with all parties from the three aspects of environment, society and governance to jointly build an open and sustainable ecosystem.

We promote integrated innovation through vertical integration. BYD focuses on the foundation of manufacturing, relies on its independent technological innovation advantages, implements R&D innovation results as quickly as possible, achieves 1 + 1 > 2 synergy effects, and continuously reshapes industry standards with continuous disruptive technologies. We released the fifth generation DM technology, creating the "Fuel Consumption 2 Era". We innovatively put forward the concept of vehicle intelligence and launched the industry's first intelligent architecture "Xuanji" that integrates smart and electricity, inspiring the industry to think deeply about smart car technology and development direction.

We achieve complementarity and win-win results through coordinated development. The coordinated development of BYD with the upstream and downstream industrial chain helps suppliers upgrade and empowers dealers to develop, which not only promotes the high-end and sustainable development of industrial clusters, but also wins opportunities for China's new energy industry in global competition. Continuously explore the international market, establish overseas factories and independent ro-ro ship transportation networks, and build a global supply chain, from "Made in China" to "Created for the World".

Solving social problems

BYD is committed to developing itself in the process of solving social problems, allowing the government, industry associations, media and the public to feel our positive influence, and continuously improving the global ecological environment for the benefit of all mankind.

BYD is deeply involved in the field of new energy and has been committed to green and sustainable development since its establishment. In 2008, we proposed the "three green dreams" of solar energy, energy storage and electric vehicles, and in 2016, we issued the initiative of "Cool the Earth by One Degree", released the strategy of "EVs solve pollution and SkyShuttle solve congestion", and became the first automobile enterprise in the world to stop production of fuel vehicles in 2022.

BYD relies on its diversified industrial system to provide jobs for nearly one million people. It not only creates a large number of employment opportunities by itself, but also drives the development of upstream and downstream industries through the transmission effect of the industrial chain and indirectly creates more jobs.

BYD is well aware of its responsibilities and mission, actively fulfills its social responsibilities, and devotes itself to public welfare and charity. We focused on the frontier of science and technology education and launched an educational charity plan with a total scale of 3 billion yuan; Actively carry out school-enterprise cooperation, jointly build training bases, and help cultivate future engineers and technological leaders; Pay attention to vulnerable groups and disaster-stricken people, and help rehabilitation training for children with cerebral palsy and employment training for disabled people.

Epilogue

Along the way, BYD has been constantly thinking and practicing, moving forward steadily on the road of paying attention to the destiny of mankind and improving the well-being of relevant parties, and continuously contributing to global sustainable development. BYD will continue to maintain close communication and cooperation with customers, employees, shareholders, suppliers, distributors and partners, the government and industry associations, the media and the public to write our sustainable development story with the depth of technological innovation and the thickness of social responsibility.

About Us

BYD was established on November 18, 1994, headquartered in Shenzhen, Guangdong Province. Its business spans four major industries, i.e., automobile, electronics, renewable energy, and rail transit. It is among the Fortune 500 companies, and listed both on Hong Kong and Shenzhen Stock Exchanges. BYD shoulders the responsibilities and duties of the era, firmly embraces the tides of automobile electrification and intelligence, and establishes itself as the leader of new energy vehicles in China and the world, as to pave a road of green innovation and development.

Our mission is to deliver "Technological Innovations for a Better Life". We consider advancing the three green dreams (Solar Power, Energy Storage Systems, Electric Vehicles), fostering the global ecological environment, and elevating human well-being across generations to be our most important social responsibility. We highly value technology and encourage innovation, regarding technology as our core competitive strength and innovation as the fundamental driver for our sustainable development. At BYD, we uphold the corporate culture of excellence, pragmatism, passion and innovation.

Businesses of the Company

BYD is actively pursuing global market expansion, with established operations spanning the Asia-Pacific region, Europe, the Middle East and Africa (MEA), and the Americas.



EUROPE

The United Kingdom | Italy | Sweden | Norway | France | Spain | Ireland
Germany | Hungary | Austria | ……

ASIA PACIFIC

Chinese Mainland | Thailand | Macao, China
Australia | New Zealand | Malaysia
Indonesia | Singapore | Vietnam
Hong Kong, China | Japan | ……

AMERICA

Brazil | Uruguay | Mexico | Costa Rica | Colombia
Paraguay | Chile | Panama | Ecuador
Dominican Republic | ……

MIDDLE EAST & AFRICA

Saudi Arabia | Oman | South Africa | Mauritius | United Arab Emirates | Qatar | Morocco
Kuwait | Jordan | Tunisia | ……

Automobile

BYD has mastered the core technologies for the whole industry chain of new energy vehicles in terms of battery, motors, and controllers. Carving a path from independent innovation to all-round and open-minded innovation, BYD keeps leading the accelerated global reform of new energy vehicles. Through years of strenuous efforts, BYD has seized unprecedented growth opportunities with its groundbreaking technologies like Blade Battery, DM-i Super Hybrid System, e-Platform 3.0, CTB Technology, e4 Platform, DiSus Intelligent Control System, DMO Super Hybrid System. In 2024, BYD delivered 4.27 million new energy vehicles, with a year-on-year surge of 41%, and won the global new energy vehicle sales championship, creating a miracle in the world's automotive industry.

Electronics

BYD Electronic (International) Company Limited (stock code: 285.HK) was listed on the Hong Kong Stock Exchange in 2007, and included in the Hang Seng TECH Index in 2024. It has developed into a global leading provider of high-tech innovative products. With core technological advantages in electronic information, artificial intelligence, 5G and IoT, thermal management, new materials, precision mold, and digital manufacturing, BYD Electronics provides global customers with one-stop product solutions. The business scope of BYD Electronics is wide, covering diverse market sectors including smartphones, tablet PCs, new energy vehicles, AIDC (AI servers, thermal management, power management, etc.), smart home, gaming hardware, drones, 3D printers, IoT, robotics, and communication equipment.

Renewable energy

As a provider of integrated renewable energy solutions, BYD produces relevant products like batteries, solar energy products, and energy storage products, building a complete industry chain from energy generation and storage to application. The Company's renewable energy products cover consumer 3C batteries, power batteries, photovoltaic-storage integration, and other fields. BYD's complete industry chain has enabled it to stay ahead of trends in the industry. Featuring high safety, long service life, and long duration and free of nickel or cobalt, Blade Battery has passed the Nail Penetration Test, the industry's toughest single-cell battery test, and is highly recognized by the market. Leveraging its Blade Battery, the Company pulled LFP-powered vehicles back on the main track of the industry almost all on its own. BYD currently provides solar energy and energy storage solutions in Germany, Japan, Switzerland, Canada, Australia, South Africa, and other developed and emerging renewable energy markets.

Rail transit

BYD has exerted its integrated innovation advantage, and extended its electric vehicle industry chain to rail transit by launching the medium-capacity SkyRail and low-capacity SkyShuttle with full proprietary intellectual property rights, filling the technological gap in rail transit. In April 2021, the world's first autonomous SkyShuttle municipal demonstration line was launched in Chongqing, marking its commercial application. In December 2022, the first SkyShuttle municipal line was launched in Pingshan, Shenzhen, as another move for pilot demonstration. In May 2023, China's first tourism-oriented SkyShuttle line was launched in Changsha, which became an important example of modernizing the tourism industry. In August 2024, Xi'an's first SkyShuttle demonstration line began operation, representing a typical application of low-capacity transportation systems nationwide. The development and application of the SkyShuttle has injected strong momentum into the sustainable development of urban transit in China, and contributed solutions to global urban transit governance.

For 30 years, BYD has been advocating a sustainable strategy on a global scale with powerful market planning. Our efforts have been widely recognized by the international community and have received accolades such as the Zayed Future Energy Prize, the UN Powering the Future We Want Energy Grant, and featuring on Fortune Magazine's "Companies that Change the World" list. BYD aims to deliver technological innovations for a better life by taking solid steps to propel the industrial sector and being dedicated to innovation.



2024 BYD Milestones

January

BYD released the Integrated Vehicle Intelligence strategy

At the BYD Dream Day, BYD showcased its intelligence strength and future strategic layout, and specifically released a new strategy for the intelligent development of new energy vehicles – the integrated vehicle intelligence strategy, as well as abundant technical achievements, leading a new direction of intelligent development of the industry. BYD also announced the construction of the world's first all-terrain professional race track, aiming to create a Chinese automotive culture for the new energy era.



February

BYD Yangwang U9 was launched

Yangwang unveiled its pure electric supercar Yangwang U9, priced at RMB1.68 million. The Yangwang U9 is positioned as a pure electric supercar priced around RMB1 million. It breaks traditional supercar framework in terms of performance and experience with two core technologies, the e^4 Platform and the DiSus-X System, as well as the excellent bodywork, aerodynamics, and intelligentization. With the tastes of "track racing, urban driving and leisure off-road fun", the Yangwang U9 redefines the value benchmark for supercars in the new era.



March

The delivery ceremony of BYD Light Truck T5 and the hybrid sedan chassis release were launched

The "delivery ceremony of BYD Light Truck T5 and the hybrid sedan chassis release" activity was launched in Andi Experience Center, Huai'an, Jiangsu. BYD always adheres to technology innovation as the driving force for product upgrades. Guided by the market demands, BYD had a profound understanding of user needs and held a collective delivery ceremony for Light Truck T5. The first hybrid sedan chassis made its debut, facilitating the green transformation and upgrading of various industries, including logistics transportation and sedan travel.



April

BYD Energy Storage Wins Three Prestigious Awards in China's Energy Storage Industry

At the award – giving ceremony of the vanguard of China's energy storage industry, BYD Energy Storage was honored with three major awards: key technology and equipment award for power storage station system, innovation technology advantage vanguard award for power storage station system, and preferred solution vanguard award for shared storage station system.



May

BYD unveiled a new e-Platform 3.0 Evo and the fifth-generation DM technology

BYD's new generation of e-Platform 3.0 Evo integrates the world's first CTB vehicle safety architecture, 12-in-1 intelligent electric drive, intelligent wide temperature range high-efficiency heat pump, full-domain intelligent fast charging and intelligent motion control. The fifth-generation DM technology realizes the engine thermal efficiency of 46.06%, the fuel consumption of 2.9L/100km with battery power depleted, and the combined range of 2,100km. This has once again rewritten the history of global automotive fuel consumption, ushering in the "2.0" era of fuel consumption, and redefining the benchmark for plug-in hybrid technology.



June

BYD obtained the National Science and Technology Progress Award again

The award ceremony for 2023 National Science and Technology Progress Award was held in the Great Hall of the People in Beijing. The project titled *Independent R&D and Large-scale Industrialization of Key Components and Vehicle Platforms for the New Generation of Electric Vehicles*, led by BYD Company Limited, has been awarded the Second Prize for the National Science and Technology Progress Award. This is the second time BYD has received the National Science and Technology Award as the first completion unit.



2024 BYD Milestones

July

BYD completed its Thailand factory and the 8 millionth new energy vehicle rolled off

BYD celebrated the inauguration of the Thailand factory and the roll-off of the 8 millionth new energy vehicle in Rayong, Thailand, marking a new chapter in the Company's globalization. Thailand factory was completed in just 16 months, with an annual capacity of approximately 150,000 vehicles. The facility encompasses the four major vehicle manufacturing processes and component factory. Meanwhile, BYD also became the world's first car manufacturer to roll off the 8 million new energy vehicle. The Dolphin model was unveiled as the 8 millionth vehicle at the Thailand factory.



August

BYD climbed 2024 Fortune Global 500 list

BYD was listed among the Fortune Global 500 for three consecutive years, rising to No.143 from No.212 last year, making it the automaker with the largest annual rise in ranking.



September

Delivery Ceremony of 100 Units of BYD 12-Meter Electric Buses to Uruguay

The delivery ceremony for 100 units of BYD 12-meter electric buses to Uruguay took place at BYD's Qingdao Industrial Park. This event marks another significant breakthrough for BYD in the international market and injects new momentum into Uruguay's green transportation development.



October

BYD donated VND 1.2 billion to floods in Vietnam

Super Typhoon "Yagi" hit Vietnam, causing severe flood disaster in northern Vietnam. The Vietnam factory of BYD Electronics is located in Phu Tho Province, which is one of the worst-hit areas. BYD donated a total of VND 1.2 billion[1] to the worst-hit areas, Phu Tho and Tuyen Quang, to support their reconstruction efforts.



November

BYD's 30th anniversary and roll-off of the 10 millionth new energy vehicle

The press conference on BYD's 30th anniversary and roll-off of the 10 millionth new energy vehicle was held in BYD Xiaomo Industrial Park of Shenzhen-Shantou Special Cooperation Zone. From a 20-person startup team in a small factory 30 years ago, BYD has grown into a world-class enterprise with nearly a million employees, driven by the spirit of engineers – "dare to think, dare to act and dare to persevere". BYD has always been committed to satisfying the public's yearning for a better future through technological innovation and has actively given back to society, customers, and employees with concrete actions.



December

BYD Officially Entered the Ethiopian Market

BYD officially entered the Ethiopian market, heralding the era of electric mobility in East Africa. In collaboration with a local dealer, BYD hosted a brand-launch event in Addis Ababa, Ethiopia. As of 2024, BYD has entered 13 countries and regions in Africa, actively participating in the continent's green transformation. Looking ahead, BYD will continue to work closely with partners to deepen its market presence in Africa, offering consumers more diverse and eco-friendly new-energy mobility experiences.



[1] There were two donations in total, one for VND 200 million and the other for VND 1 billion.

BYD Awards in 2024 (Partial)

National Science and Technology Progress Award (Second Prize) – Independent R&D and Large-scale Industrialization of Key Components and Vehicle Platforms for the New Generation of Electric Vehicles

—— The State Council of the People's Republic of China

List of the first batch of L3 intelligent connected vehicles in China for market entry and road access pilot

—— Ministry of Industry and Information Technology of the People's Republic of China

National Consumer Quality Reputation Guarantee Products

—— China Association for Quality Inspection

National Quality Reputation Guarantee Products

—— China Association for Quality Inspection

National Quality Integrity Advanced Enterprise

—— China Association for Quality Inspection

Silver Prize of Shenzhen "Craftsman Cup"

——Shenzhen Municipal General Trade Union, Shenzhen Municipal Bureau of Science and Technology Innovation, Shenzhen Municipal Bureau of Industry and Information Technology, Shenzhen Municipal Market Supervision and Administration Bureau, Shenzhen Municipal Quality Association

Best Practice for Investor Relation Management of Listed Company

China Association for Public Companies

The 4th place of China's Top 500 Private Manufacturing Enterprises in 2024

All-China Federation of Industry and Commerce

The 7th place of China's Top 500 Private Enterprises in 2024

All-China Federation of Industry and Commerce

2024 Good Practice Case of the Board of Directors of the Listed Company

China Association for Public Companies

Best Company of 2025

AUTOBEST

The Most Popular New Brand in 2024

Carwow

The Best Technological Innovation Brand

Neomotor

The Most High-tech Electric Car in 2024

Xataka

Special Section: The Soul Of Engineers

At BYD's headquarters, two walls epitomize the company's spirit: One is the "Patent Wall," densely covered with patent certificates. By December 31, 2024, BYD had filed 59,691 global patent applications and 35,837 authorized patents. These achievements, like a constellation of stars, map out the engineers' journey of solving industrial challenges. The other is the "Craftsman Wall," inscribed with the words "Pursue Excellence, Craftsmanship Quality." Behind the hundreds of portraits lies the ethos of meticulous lean production. Together, these two walls forge the "Soul of Engineers," which is redefining China's manufacturing value paradigm. This soul is not merely about technological breakthroughs, but about building an "Innovation-Manufacturing-Talent" symbiotic system that reshapes industrial civilization through solving social issues and injects Chinese wisdom into global sustainable development.

Engineer Culture: Driven by the Mission of Technological Innovation, Committed to Transforming the World through Technology

BYD engineers adhere to a core principle: technological innovation must ultimately create social value. This belief underpins every moment of their problem-solving efforts, fostering a unique technology philosophy aimed at addressing global challenges such as energy crises, safety concerns, and resource constraints.

Blade Batteries: Catalyzing Safety Revolution & Resource Sustainability

In March 2020, BYD unveiled its structurally innovative Lithium Iron Phosphate (LFP) Blade Battery technology, featuring six core advantages: Super Safety, Super Strength, Super Mileage, Super Low-Temperature Performance, Super Power, Super Longevity (6S Technology). The Blade Battery, with its unique "6S Technology", has gained over 800 patents. It passed the Nail Penetration Test, often called the "Everest" of battery tests, without smoking, catching fire, or exploding, thanks to BYD engineers' profound understanding of industry pain points.

Material Selection Guided by Responsibility: BYD's unwavering commitment to the LFP route prioritizes safety and resource sustainability. By reducing reliance on scarce resources like nickel and cobalt, the Blade Battery reduces ecological damage from mining while addressing the rising risk of ternary battery fires (linked to active material properties). This two-decade dedication boosted LFP's market share from 32.5% (2019) to 74.6% (2024), solidifying its position as the mainstream power battery.

Circular Economy in Action: Blade Batteries support over 15,000 charge-discharge cycles, far exceeding vehicle lifespans. Post-retirement, they can be recycled for use in energy storage, communication base stations, and low-speed EVs, maximizing resource use and promoting green sustainability. Today, Blade Batteries power all BYD vehicles and serve as a "safety foundation" for energy storage stations, safeguarding grid stability in 110+ countries and regions, and advancing renewable energy integration.



The Disruptive Logic of DM-i Super Hybrid Technology

While some traditional automakers were caught in the "fuel vs. electric" debate, BYD engineers transcended binary technical choices to deliver the optimal solution. Before 2020, China had over 400 million households with fewer than 300 million vehicles. How to accelerate automotive adoption for Chinese families? In 2021, BYD launched DM-i Super Hybrid Technology – an electricity-first, fuel-supplementary system offering ultra-high cost-performance, making EV-like experiences affordable and reliable for the masses.

In May 2024, BYD released the fifth-generation DM technology, comprehensively upgrading components, thermal management, and control strategies. It delivered outstanding results: 2.9 liters of fuel consumption per 100 kilometers (NEDC under battery depletion) and a comprehensive range of 2,100 kilometers. More importantly than the data is the design thinking behind it: continuously optimizing the hybrid-dedicated engine, using smarter control technology to increase the compression ratio to 16:1, combined with a series of knock mitigation technologies to achieve a maximum engine thermal efficiency of 46.06%, improving operating efficiency and reducing fuel consumption. It is equipped with the industry's first full-temperature domain vehicle thermal management architecture, saving up to 10% of energy in high-temperature environments and up to 8% in low-temperature environments... The technology achieves more extreme fuel consumption and range capabilities.

This 16-year technical breakthrough (dating back to the launch of the first-generation DM technology in 2008) has made it possible to combine economic environmental friendliness, safety, practicality, and unchanged driving habits. It also confirms BYD DM technology chief designer Yang Dongsheng's judgment: "Hybrid technology is not a transitional solution but the optimal solution for energy structure transformation."



Craftsman Spirit: Creating a Better Life for Users in Millimeters, Shaping People Before Products

In BYD's workshops, the boundary between craftsmen and engineers is blurring. Mold-making masters can understand digital model drawings, and Ph.D. engineers can operate five-axis machine tools. This cross - functional ability has given rise to a unique "manufacturing dialectics": precision determines quality, efficiency defines cost, and craftsmanship inspires innovation.

The "Ultimate Challenge" of 1.65 Million Kilometers and Precision Manufacturing

He is the "No. 1 Test Driver": At BYD Automotive Engineering Research Institute, Jiang, a "Golden Badge Craftsman" tester, has been working in the testing field for twenty years, creating a legend in vehicle testing. With his excellent testing skills, he has covered over 200 test conditions, tested 5,450 vehicles, collected 109,000 data points, and accumulated 1.65 million km of testing mileage by the end of 2024. Those in the know are well aware of the prestige associated with these numbers, and his data continues to grow.

Every day, Jiang drives different vehicle models and tests their performance under various road conditions. From the comfort of low-speed driving to the stability on highways and the durability on bumpy roads, his precision is almost comparable to that of a machine. He developed the "Multi-dimensional Dynamic Testing Method," controlling vehicle handling accuracy to within 0.1 seconds, which greatly improves testing efficiency and vehicle quality. He often says, "Vehicle testing is not just a job; it's a responsibility. Every single data point is related to the driving safety of users. " Jiang is a vivid embodiment of BYD's craftsmanship spirit of "striving for excellence and quality with ingenuity", and also a microcosm of China's manufacturing industry moving towards high - quality development. He combats entropy increase with extreme standardization, proving that "the competitiveness of quality manufacturing lies in every second of concentration."

The Legend of the "Mold King" and the "Mother of Industry"

Hailed as the "Mother of Industry," molds are a critical enabling technology in industrial production. In BYD's Battery Business Unit, Shang - a "Golden Badge Craftsman" mold design expert - has spent 21 years evolving from an ordinary mold designer into an industry-recognized "Mold King," embodying the value of mold design through his artisan spirit.

Shang's mold designs prioritize not just precision but ultimate yield optimization. He independently developed a die-casting process analysis tool (nicknamed the "Calculator"), boosting die-casting yield to over 95%, an industry-leading benchmark. This innovation helped BYD win top global clients like Apple, Google, and Huawei, and propelled its rapid development in precision manufacturing. In 2019, his designed metal mid-plates for smartphones achieved 100 million units in shipments, setting an industry benchmark.

Shang and his team have developed nearly 1,000 moulds, covering automotive, mobile phone, notebook, and medical device fields, with product thickness ranging from 0.3mm to 55mm, pushing industry boundaries. His studio, a hub for innovation, has also trained many excellent mould designer from graduates.



Talent Long-termism: Creating an Innovation Incubation Platform and Cultivating Sustainable Development Genes

BYD's talent strategy aims to create an innovative driving mechanism. It promotes collaborative innovation among 120,000 engineers and craftsmen, accelerating innovation expansion and fostering technical pioneers in the industry.

Dual - driven Innovation: Green Technology Breakthroughs by Dr. Duan's Team

Led by Dr. Duan, the team from BYD's Basic Science Research Institute drives green technology development through cross - disciplinary innovation. The team for developing insulation materials for high-voltage platforms adopts a three-tiered approach: leaders set directions, technical backbones tackle key challenges, and young researchers handle details. This ensures a virtuous cycle of technology breakthroughs and talent cultivation, achieving "innovating a material, breaking through a technology, and training a batch of talents". They've pioneered a Dual Mode R&D model, combining project - based management and topic - based research. This successfully developed insulation materials for platforms of 800V and above, enhancing charging/discharging efficiency and cutting energy consumption, marking a world-class green technology breakthrough.

Meanwhile, Dr. Duan's Green Management Development (GMD) team adopts a double-driven strategy of environmental policies and green technology. They help the group achieve environmental compliance and carbon reduction goals by building an environmental think-tank with over 1,000 standard data files, guiding the carbon management platform development for online emission management, and participating in carbon inventory training and product carbon footprint calculation. The team delves into production, combining process flows and data modeling to precisely identify key emission links and lay a solid foundation for science-based reduction strategies.

From Tech Rookie to Department Head: A Rapid Growth Journey

In 2020, Wang, with a cloud computing background, joined BYD New Automotive Technology Research Institute. In just four years, he grew from a rookie to a department head, leading a team of over 200 to upgrade BYD's intelligent driving software platform.

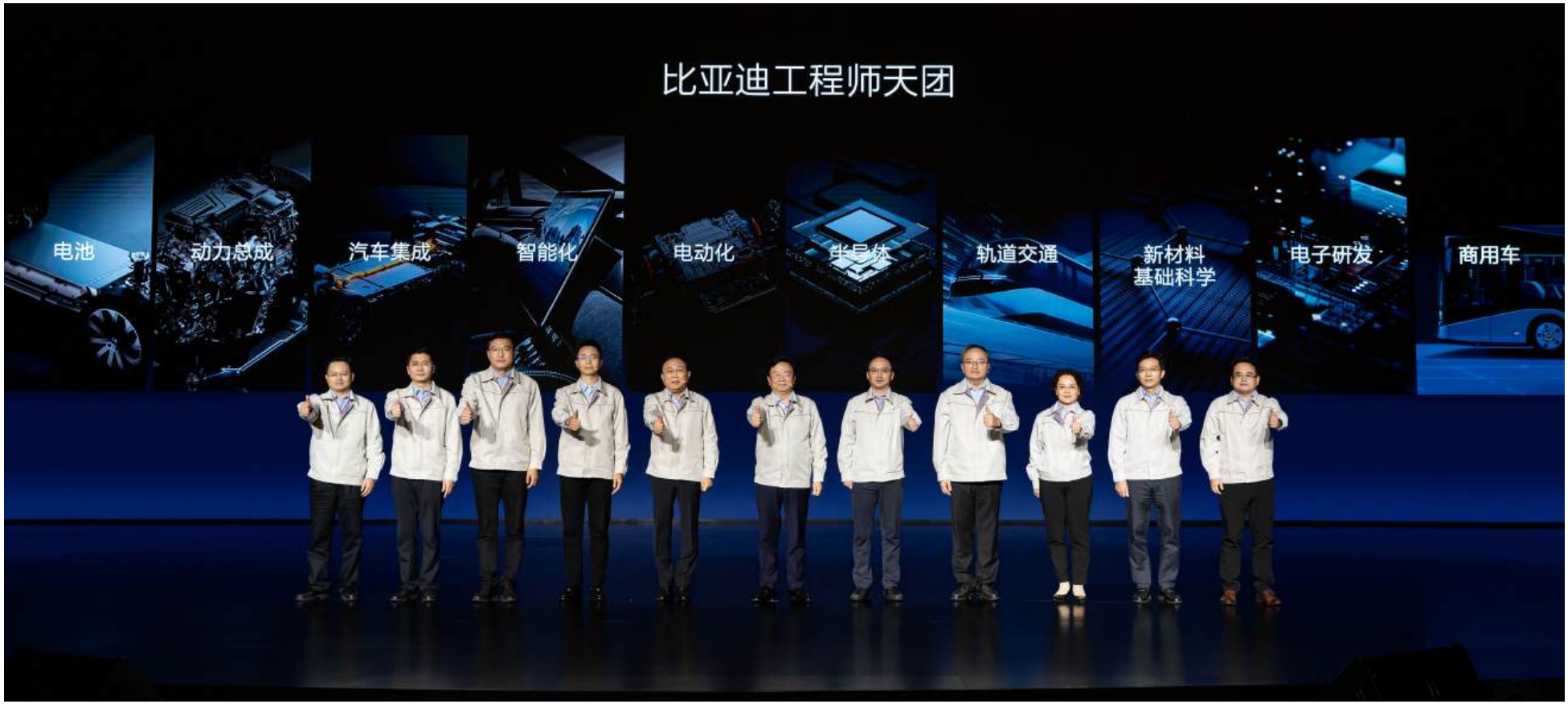
In the IDC1.1 project, Wang proposed the concepts of hierarchical decoupling and Service-Oriented Architecture (SOA), and designed an intelligent driving software platform that includes five core modules, laying the foundation for the realization of high - level autonomous driving functions.

Wang's story mirrors BYD's successful talent reserve system: providing a broad development platform, scientific training, and fair promotion, enabling top talents to thrive and fueling the company's innovation.

Industrial Inspiration from the Soul of Engineers: Defining the Era of Innovation with "The 3 Dares" Spirit

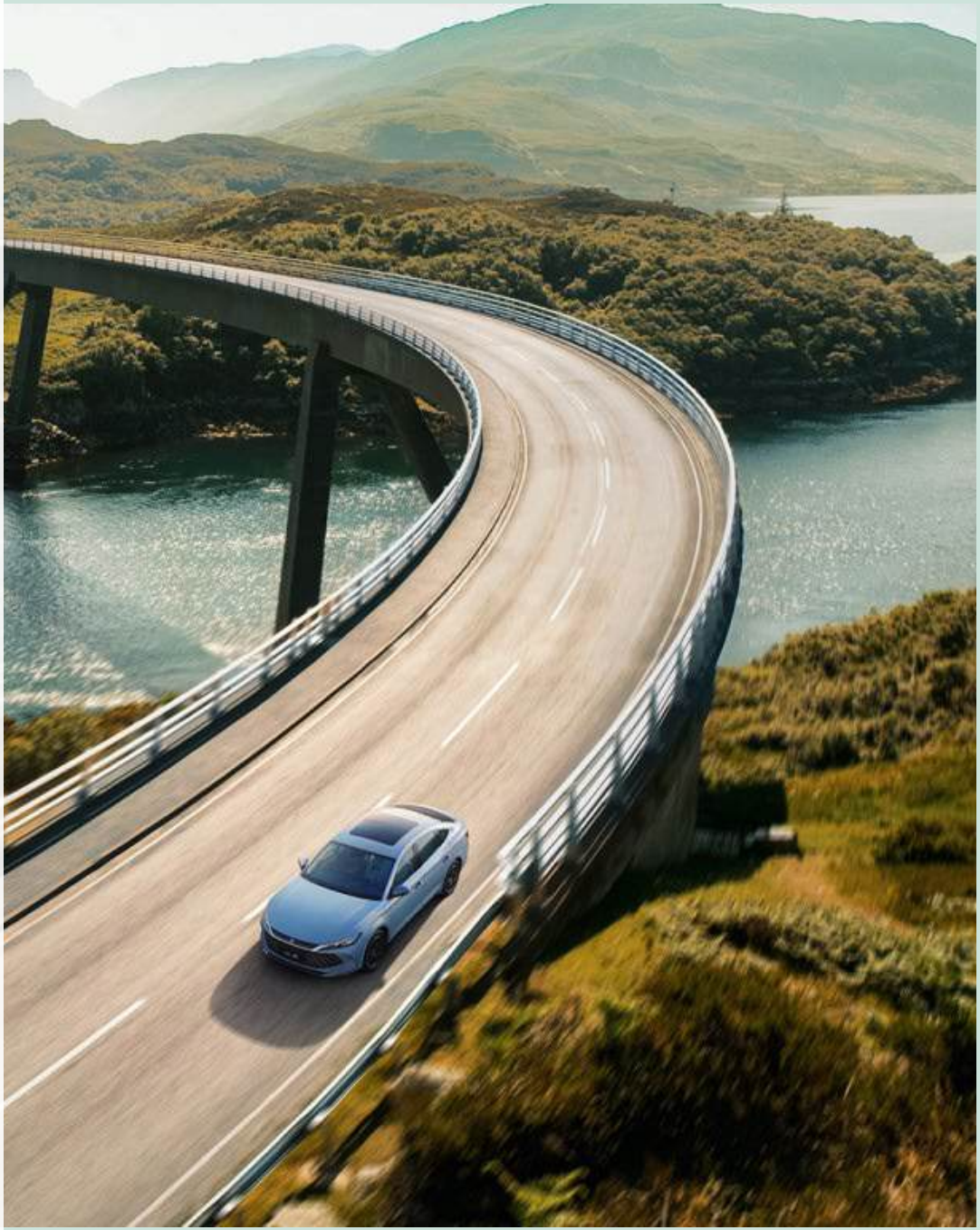
The soul of engineers is a symphonic poem of technological idealism and industrial realism. BYD's Chairman, Wang Chuan-fu, once said, "True innovators are always tackling the tough problems that others shy away from." Our engineers have chosen a more arduous path: deconstructing social issues through technological innovation and redefining industrial ethics with the spirit of craftsmanship. There is no benchmark for this choice because it has never been about commercial competition but rather a response to the common challenges faced by humanity. Behind every technological leap, BYD engineers give full play to the spirit of "daring to think, daring to act, and daring to persevere".

The ultimate inspiration from the soul of engineers lies in its redefinition of the value coordinate system in the manufacturing industry. The significance of technology doesn't lie in laboratory papers but in the improvement of ordinary people's lives; the value of innovation doesn't lie in the figures of financial reports but in the progress of human civilization. This is BYD's answer to the era: when an enterprise elevates the spirit of engineers to a sense of social responsibility, it will possess the eternal power to weather the Economic cycles.



SUSTAINABILITY STRATEGY

BYD focuses on the philosophy of "DREAMS", focusing on six key areas: Decarbonization, Revolution, Equity, Alliance, Moral-integrity and Shared-value. We are committed to promoting global carbon reduction through new energy technologies, enhancing competitiveness through innovation, providing equal opportunities for employees, joining hands with all parties to promote development, adhering to compliance operations, and sharing results with stakeholders, and striving to become a global sustainable development practitioner and leader.



Sustainability Philosophy

BYD takes "Cool the Earth by One Degree" as its brand initiative, focusing on seven key stakeholders including customers, employees, shareholders, suppliers, distributors and partners, government and industry associations, media and the public, identifying and analyzing their sustainable development demands through Double Materiality Assessment, combining BYD's sustainable development issues, and put forward the sustainability philosophy of "DREAMS".

D	R	E	A	M	S
Decarbonization	Revolution	Equity	Alliance	Moral-integrity	Shared-value
Build a green energy ecosystem and promote carbon reduction in the value chain	Technology Based, Innovation Oriented, leading industry change	Insist on investing in talents, creating an equal workplace and encouraging healthy competition	Achieve complementary win-win results through synergistic development, and promote integration and innovation through vertical integration	Punish corruption, reward integrity, and win trust and respect	Use science and technology as the engine, and take universality as the direction to supply the world's needs
Green and low-carbon, protecting the future of the earth	Innovation and change to drive sustainable development	Equal opportunities for social inclusion	Work together to build a green ecology	Honesty and integrity and business ethics	Sharing value for a better future
BYD is committed to reducing carbon emissions through new energy vehicles and renewable energy technologies, and helping achieve the goal of global carbon neutrality. Through technological innovation, we promote the development of electric vehicles, solar energy and energy storage systems to support the global energy transition. At the same time, we actively promote green buildings and zero-waste office, reduce resource consumption and pollutant emissions, and strive to build a greener and lower-carbon future.	BYD insists on being driven by technological innovation and launching disruptive green technologies to improve the performance and safety of new energy vehicles. Through intelligent network technology, we provide users with a more intelligent driving experience. In addition, BYD actively cooperates with global scientific research institutions and enterprises to promote the progress of global new energy technologies.	BYD is committed to promoting diversity and inclusion within the enterprise and in the supply chain, and providing employees with equal development opportunities. Through training and education, we improve the skills and professionalism of our employees to ensure that everyone can find their own stage in BYD. At the same time, we actively support educational charity, stimulate students' interest in science and technology and cultivate more outstanding engineers by setting up scholarships and donating popular science exhibition tools.	BYD actively cooperates with suppliers, customers, governments and communities to incubate clean energy solutions and jointly promote the development of the new energy industry. By establishing a green supply chain, we ensure the sustainable sourcing of raw materials, and work together with all parties to build a greener and more sustainable ecosystem.	BYD has always adhered to the business principle of integrity and integrity to ensure compliance operations and fulfillment of social responsibilities. We conduct corporate operational management practices with the highest ethical standards through transparent management and strict internal oversight. We actively communicate with our stakeholders to ensure that our decisions and actions meet the expectations of society.	BYD is committed to sharing the results of its development with shareholders, customers, employees and the whole society. We meet the needs of our customers by providing high-quality products and services; Create value for shareholders through continuous technological innovation and business expansion; Improve employee satisfaction by providing a good working environment and development opportunities; Contribute to society by supporting community development and environmental protection.

Sustainability Performance

Our Corporate Governance

Return to Shareholders	RMB777,102,455 thousand 2024 Operating revenue	RMB40,254,346 thousand 2024 Net profit attributable to Shareholders of the parent company, Profit growth rate of 34%
Innovative R&D	2024 R&D investment was RMB54,160,964 thousand The proportion of R&D investment in the operating revenue 6.97%	
	46,201 cumulative patents applied in China, 13,490 applied overseas	
ESG Governance	Formation of Strategy and Sustainable Development Committee[2]	Appointment of CSO

Our Employees

As of December 31, 2024, the total number of BYD employees is: 968,872, a 37.7% increase compared to 2023

Employee Diversity	30.11% Proportion of female employees	9.81% Proportion of ethnic minorities
Employee Development	over1,600 Postdoctoral training scale	55.35 hours Average training hours per employee
Employee Benefits	Invested more than 1.8 billion in Employee Share Ownership Plan ("ESOP"), benefiting nearly12,000 employees	

[2] On March 24, 2025, the board-level Strategy Committee is renamed the Strategy and Sustainable Development Committee.

Our Environmental Contribution

New Energy Vehicles	4,272,145 vehicles 2024 BYD new energy vehicles sales	Approximately 150 billion km 2024 Pure electric mileage of BYD new energy vehicles
Climate Change Goal	Strive to achieve carbon neutrality across our whole value chain by 2045	With 2023 as the base year, a 50% reduction in the carbon intensity of own operations by 2030
Energy Conservation and Carbon Reduction	Promoted over 410 new energy-saving projects throughout the year, reducing carbon emissions by over 210,000 tons of CO_2 equivalent Voluntarily procured over 2.23 million green certificates and approximately 468 million kWh of green electricity	

Our Value Chain Contribution

Welfare and Charity	RMB 3 billion Educational Philanthropy Fund	RMB 29,965,000 2024 Group's donation expenditure
Customer Relationship	Above 95% Customer satisfaction	0 Major customer privacy breaches
Supply Chain Management	Conducted due diligence on conflict minerals for the first time to enhance full lifecycle management of suppliers	75 Technical exchange meetings for suppliers

Our Global Impact

Response to Climate Change

Euro-Asia

On October 31, 2024, the electric bus K9UD delivered by BYD for the UN Climate Change Conference (COP29) was inspected by Azerbaijani President Ilham Aliyev. The 160 electric buses delivered this time are the largest procurement project in the Caucasus, setting a new benchmark for green public transportation. The Azerbaijani government plans to purchase nearly 200 electric buses every year from 2025 to 2028 and assemble them locally to deepen cooperation between the two parties.

BYD K9UD electric bus integrates advanced three-electric technology and six-in-one controller, equipped with a low-entrance design and spacious interior space to improve operational efficiency and passenger experience. With its electric bus matrix and years of deep cultivation and accumulation in the industry, BYD will continue to export solutions for global sustainable transportation and help a green future.



Innovative R&D

PRC

BYD Global R&D Center is a gathering of more than 50 cutting-edge laboratories, with 11 major research institutes including Automotive Engineering Research Institute, Product Planning and Automotive New Technology Research Institute, and Basic Science Research Institute, covering new energy vehicles, battery electronics and other fields. A world-class R&D center, the planned layout includes professional modules such as global modeling center, micro-nano optics laboratory, and polymer materials laboratory. After the project is completed, it will accommodate more than 60,000 high-end R&D personnel, of which the proportion of masters and doctors exceeds 50%.

Our global R&D centers utilize modern information technologies such as the Internet of Things, cloud computing, and big data to improve the operational efficiency of operation and maintenance management, safety monitoring, energy conservation and emission reduction, and realize an intelligent and digital innovative park model.



Circular Economy

Thailand

BYD Thailand Base actively promotes the implementation of the package material optimization project. Due to the CKD business model, the Thailand base generates a large amount of industrial waste, with a large proportion and high amount of waste package materials. For example, wooden fences, plywood, iron frames, wrap-around film, rust-proof bags, rust-proof paper, desiccant, etc. are not recyclable and require a lot of human resources to handle.

Optimizing the packaging solution by using recycled steel boxes is urgent. The current operation mode is that after the material delivery is completed, the package recycling team will sort and stack the materials and send them back to the domestic base for reuse through the intelligent logistics system. This will effectively reduce the use of disposable packaging materials, promote green production, reduce production costs and disposal costs, and achieve the unity of economic and environmental benefits.

Through the implementation of the project, it is expected that the amount of industrial waste generated at the Thailand base will be reduced by about 30-60%. This will also make a positive contribution to the sustainable development of Thailand.



Customer Service

Uruguay

In response to the requirements of CUTCSA customers in Uruguay for manufacturing supervision and vehicle inspection, BYD has established a professional and efficient support team covering various business departments such as R&D, commerce, project and production, from all aspects of reception, vehicle inspection and ceremony preparation. Planning to ensure that vehicles meet requirements and ceremony meets customer needs.

During the 8-day process supervision and vehicle inspection of CUTCSA director and project manager's visit to Qingdao factory, all departments actively cooperated in preparing vehicles, the commercial department efficiently promoted the arrival of film materials as scheduled, and the R&D department patiently, meticulously and professionally explained customers' questions. The acceptance was completed with high quality and efficiency, and was highly praised by customers.



Community Investment and Engagement

South Africa

BYD has partnered with Tshepang care center, a local public welfare organization in South Africa, to provide daily life and educational material support to the community. In this partnership, BYD donated 650 food items to Tshepang care center, including categories such as meat and juice, while preparing 35 gifts for local graduating children, including materials such as football, books, stationery and clothing.

BYD is committed to improving the quality of life of local community residents in South Africa, promoting the sustainable development of local society, and contributing to building a more harmonious and prosperous global community environment.



Our Sustainability Honors

Selected into the list of "China's ESG Listed Companies Greater Bay Area Pioneer 50 (2024)"
China Central Radio and Television Station Financial Program Center

Selected into the list of "Pioneer 100 ESG Listed Companies in China (2024)"
China Central Radio and Television Station Financial Program Center

2024 "Best Practice Cases of Sustainable Development of Listed Companies"
China Association of Listed Companies

Wind's Top 100 ESG Best Practices of China's Listed Companies in 2024
Wind

2024 ESG Model Enterprise Award
NetEase Finance

CCXGFI X HERA Outstanding Global ESG Impact Award
CCXGFI and Hong Kong Environmental, Social and Governance Reporting Awards (HERA)

2024 Automotive Industry ESG Elite Award (Green Innovation Product Award)
BearingPoint, ECV International jointly released

Outstanding Responsible Enterprises in 2023
SOUTHERN WEEKLY

ESG Excellence Award
Yinshi Finance

Environmental Protection Pioneer Award
Shanghai Daily

China Enterprise 2024ESG Index 100
China Environmental Protection Federation

China's Top 100 Green Power (Green Certificate) Consumer Enterprises in 2023
Jointly released by China Electricity Council, Beijing Electricity Trading Center, Guangzhou Electricity Trading Center and National Renewable Energy Information Management Center

SUSTAINABILITY MANAGEMENT

Adhering to the brand mission of "Technological Innovations for a Better Life", BYD integrates the philosophy of sustainability management with its corporate operation strategy. We take the realization of green dreams as our responsibility, rely on our leading technology and diversified products, and advance and deepen the practice of sustainable development management. We actively fulfill our responsibilities as a corporate citizen and contribute to the global process of sustainable development.

Targets and metrics in this chapter:

SDGs



HKEX ESG Reporting Code

Governance structure 13

SZSE Guidelines

Stakeholder engagement

ESRS

ESRS-2 GOV-1, GOV-2, GOV-3, SBM-2, SBM-3, IRO-1, IRO-2

GRI Standards

2-12, 2-13, 2-14, 2-26, 2-29, 3-1, 3-2, 3-3



Board Statement

To put sustainability responsibility management into effect, BYD has established a well-founded and effective sustainability governance structure. By doing so, we provide organizational support to enhance the efficiency of sustainability-related decision-making, management and implementation. As the supreme decision-making body, the Company's Board of Directors bears overall responsibility for the governance of sustainable development within the Group, discussing matters related to sustainable development at least once a year. Additionally, the Board has established the Strategy and Sustainable Development Committee to ensure that the direction of sustainability aligns with the Company's strategies, and to guarantee the efficiency and professionalism of decision-making on sustainability issues. This committee convenes quarterly to discuss matters pertaining to sustainability. In 2024, we appointed a Chief Sustainability Officer (CSO) responsible for advancing the formulation and implementation of relevant management policies, actions, indicators, and goals concerning significant sustainability impacts, risks, and opportunities (IRO). The CSO regularly reports to management and those charged with governance on their effectiveness and progress of implementation. In the same year, we restructured the Company's ESG management structure by updating the former CSR Committee to the ESG Management Committee, and formulated and implemented the *BYD Sustainability Management*, which clearly defines the roles and responsibilities of sustainability-related matters, reporting mechanisms and ESG issue management strategies, to further enhance the effectiveness of management.

BYD Sustainability Structure

Board of Directors

- Taking overall responsible for BYD's sustainable development
- Assessing and identifying sustainability-related IROs relevant to BYD's business
- Ensuring the establishment of appropriate and effective IRO management, internal control, and information disclosure mechanism for sustainable development, as well as facilitating their integration into BYD's overall risk management and internal control systems.
- Formulating BYD's sustainability management policies, strategies, management priorities, and targets
- Reviewing on a regular basis BYD's performance in relation to sustainability-related targets
- Approving the information disclosure in BYD's reports

Strategy and Sustainable Development Committee

As appointed by the Board, the Committee is responsible for:

- Conducting research on sustainability-related IROs relevant to BYD's business
- Reviewing the adequacy and effectiveness of the sustainability IRO management, internal control and information disclosure mechanism
- Reviewing and approving management's proposals in the light of the sustainability management policies, strategies, management priorities, and targets set by the Board
- Reporting to the Board on any follow-up actions or improvements and making recommendations

ESG Management Committee

- Reviewing and approving sustainability management systems, work plans, implementation schemes, and related resources with regard to management policies, strategies, management priorities and targets, ensuring their effectiveness and regularly assess the progress of their implementation.
- Establishing and improving the sustainability IRO management, internal control and information disclosure mechanism, and ensuring their implementation
- Reporting to the Board and the Strategy and Sustainable Development Committee on the above matters and providing recommendations.

ESG and Carbon Emissions Management Team

- Researching the cutting-edge trends in the global ESG industry, tracking relevant laws and regulations on sustainability worldwide, and analyzing ESG topics of concern to key stakeholders
- Formulating sustainability policies and objectives, and ensuring their implementation and progress
- Offering suggestions on the sustainability governance structure, IRO management, internal control, and information disclosure mechanism.
- Establishing and maintaining the ESG data monitoring system and tracking and evaluating ESG key indicators
- Collecting and organizing ESG-related data and information on a regular basis, preparing ESG reporting
- Promoting communication and cooperation with external agencies and organizations
- Coordinating sustainability training and publicity

Business Units and Business Divisions

- Appointing designated ESG managers to oversee sustainability efforts within their respective business divisions or units, and participating in ESG-specific meetings.
- Establishing an ESG topic management system to undertake sustainability management tasks, formulating work plans and implementation plans, and ensuring their implementation.
- Responsible for the collection, organization, submission, and compilation of ESG data and information.
- Conducting sustainability training and publicity

To continuously enhance the Board members' skills in sustainability management, we plan to provide training sessions on topics such as regulatory requirements for sustainability and climate change through external expert knowledge sharing. This supports the members in acquiring the necessary expertise to effectively make decisions and provide oversight on sustainability-related issues. Furthermore, we have linked 10% of the executive directors' remuneration to sustainability-related indicators, as an incentive to motivate, enhance, and acknowledge their commitment and contributions towards sustainability governance.

Stakeholder Engagement

BYD is committed to maintaining open, transparent and regular, communication with stakeholders, fostering trust and confidence, and pursuing mutual development. At BYD, we actively establish a variety of communication methods and channels to understand and respond to their expectations and concerns. Stakeholder priorities vary depending on their groups, geographic locations, and environmental contexts. Accordingly, we employ tailored communication approaches and response actions.

Summary of BYD Stakeholder Engagement

Stakeholder	Concerns and Expectations	Communication Methods and Responses
Governments and regulators	Legal and compliant operation	Track regulatory compliance
	Corporate governance	Regular information disclosure
	Support for the local economy	Providing employment opportunities
Shareholders and investors	Legal and compliant operation	Refining governance mechanism
	Product and technological innovation	Regular information disclosure
	Sustainability management performance	Enhancing sustainability-related risk management
Customers and consumers	Product quality and safety	Developing a quality management system
	Customer service quality	Customer satisfaction surveys
	Product and technological innovation	Product promotions and launch events
	Protection of customer information and privacy	Enhancing data security management
Employees	Occupational health and safety	Routine safety inspections
	Protection of employee rights	Open up complaint channels
	Employee development and training	Providing skills training
	Employee compensation and benefits	Organizing employee care activities
Suppliers and partners	Product and technological innovation	Launching project collaborations
	Product quality and safety	Conducting inspections and audits
	Sustainable supply chain management	Building a responsible supply chain
Industry association	Product and technological innovation	Hosting peer experience exchange meetings
	Product quality and safety	Participating in industry standards development
	Promoting industry development	Collaborating on research and development projects
Media and the public	Legal and compliant operation	Refining governance mechanism
	Social welfare	Carrying out public welfare activities
	Boosting local employment	Providing employment opportunities

Double Materiality Assessment

As a key step in managing and preparing for the disclosure of sustainability matters, BYD conducted a double materiality assessment on ESG topics in 2024. Guided by the SZSE Guidelines and the ESRS, and supported by professional methodology interpretation and advisory services, we established an evaluation process, scoring system, and ranking model to assess both our impacts on the environment and society, as well as the sustainability-related financial risks and opportunities we face.

Assessment Methodology and Assumptions

Based on the accumulated results of our materiality assessment in previous years and the complexity of quantifying the impacts, risks and opportunities related to sustainable development for our business, our double materiality assessment in the current year is based on qualitative considerations, supplemented by quantitative assessment where practicable. In the future, we will continue to pay attention to policy updates, improve our double materiality assessment process and methodology, and continue to apply quantitative assessment tools in a prudent manner, so as to reasonably obtain the concerns and views of our stakeholders, thereby providing a scientific basis for our sustainability planning and even business decisions.

Scope

In relation to our own operations, we assess the impact on the environment and society, as well as sustainability risks and opportunities for our business. In our assessment of impact materiality, we take into account positive and negative impacts, actual and potential impacts related to ESG topics, and in our assessment of financial materiality, we assess positive and negative impacts, actual and potential risks and opportunities for our business.

Stakeholder Engagement

Due to the far-reaching impact of the application of the double materiality principle on our management and disclosure matters, the numerous ESG topics involved and the threshold of industry understanding required for some of its assessment requirements, we invited a wide range of internal and external stakeholders to participate in the impact materiality assessment, while restricting the stakeholders for the financial materiality assessment to a limited number of internal senior executives and external sustainability experts.

Scoring Methodology

We assessed materiality topics based on a number of factors, including impact on revenue, cash flow, compliance, reputation, and likelihood of occurrence, each of which formed part of the overall assessment and were scored using a five-point Likert scale, with 1 representing the least impact and 5 representing the most impact.

Thresholds

We have set the threshold of materiality at "significant", meaning that impacts, risks and opportunities and topics are considered to be significant when the threshold is reached.

Assessment Process and Results

In order to effectively manage sustainability impacts, risks and opportunities on a regular basis, BYD conducts ESG materiality assessments on a regular basis to define the basis and core of our sustainability management policies, strategies, management priorities and objectives.

We invite stakeholders to participate in the assessment to comprehensively analyze the impact of sustainability topics on the Group's finances and our economic, social and environmental impacts, and to solicit their views and suggestions on our sustainability efforts.

Our stakeholder engagement and materiality assessment process comprises four key steps:

Outlining of sustainability topics → Identification of impacts, risks, and opportunities → Stakeholder engagement → Verification and results

01 Outlining of Sustainability Topics

Based on BYD's strategic planning and operational strategies, combined with the latest sustainability trends and industry dynamics, we referred to the HKEX ESG Reporting Code, the SZSE Guidelines and ESRS, internal sustainability management dimensions, and requirements from third-party rating agencies as classification standards. Through this process, we have realigned the topics from last year and identified 17 sustainability-related topics. These topics were selected based on last year's material topics, combined with the latest assessments by the ESG Management Committee on relevant and potentially key areas.

Following a review of macro trends, industry dynamics, and peer benchmarking, we have added two new ESG topics in 2024, "Nature and Biodiversity" and "Economic Performance". Additionally, we have refined the wording and consolidated some topics to enhance precision.

With these updates, we have formulated the following list of material ESG topics for 2024.

Environmental	Social	Governance
Response to climate change	Protection of customers' privacy	Economic performance
Energy management	Occupational health and safety	Stakeholder engagement
Waste management/Circular economy	Labor rights	Business ethics
Water resource management	Talent management	Corporate and sustainability governance
Nature and biodiversity	Community involvement	
	Innovative and R&D	
	Product responsibility	
	Responsible supply chain	

02 Identification of Impacts, Risks, and Opportunities

Based on the identified sustainability topics, we have carried out the following steps to identify related IROs:

- Conducted an in-depth analysis of all stages of the industry value chain to identify related activities and listed 34 positive and negative governance, social, and environmental impact factors relevant to BYD;
- Identified 33 risks and opportunity factors related to BYD by referencing sustainability policy requirements and BYD's sustainability management trends;
- To ensure the accuracy and completeness of the above analysis, internal employees were invited to review and validate the results. On this basis, stakeholders were engaged to provide feedback on these impacts, risks, and opportunities.

03 Stakeholder Engagement

We invite all stakeholders to assess the impact materiality of 34 positive and negative sustainability influence factors, as well as the financial materiality of 33 risk and opportunity factors.

The stakeholder groups from which we collect opinions include:

- Employees of BYD
- Directors and Executives of BYD
- Customers
- Shareholders
- Suppliers
- Distributors and partners
- Industry association
- Governments and regulators
- Media and the public

Impact materiality – BYD's positive and negative environmental, social, and economic impacts on this topic

Stakeholders assess based on the following factors:

- Scale: the degree of impact on stakeholders, the economy, or the environment
- Scope: the coverage of stakeholders affected
- Irreparability: the difficulty of remediation
- Likelihood: the probability of occurrence

Financial materiality – Risks and opportunities can be assessed based on the financial impact of a topic on BYD's revenue and other factors.

Stakeholders assess based on the following factors:

- Impact on BYD's revenue, profits, cash flow, etc.
- Impact on BYD's compliance
- Impact on BYD's reputation
- Likelihood: the probability of occurrence

This year, we used online surveys as the primary method for stakeholder engagement and collected feedback from over 500 stakeholders.

04 Verification and Results

Using the data extracted from step 3, we reviewed and confirmed the evaluation results in collaboration with multiple departments. Additionally, we worked with external third-party consultants to analyze the data to ensure its accuracy. We took stakeholders' opinions as the basis for our assessment. Through in-depth evaluations of both impact materiality and financial materiality, and by comprehensively considering the consistency between the assessment results and BYD management's perspectives, we identified the topics that required adjustment.

Priority areas for sustainability management were identified and a final list of key topics for disclosure was established. The process was reviewed and confirmed by BYD's Strategy and Sustainable Development Committee.

Based on the double materiality assessment results for this year, we have compiled the following double materiality matrix.

BYD Double Materiality Matrix



Our core topics are Product responsibility and Response to climate change, while important topics include Innovative and R&D, Responsible supply chain, and Labor rights. The table below presents the level of materiality for the impacts, risks, and opportunities associated with both core and important topics. Although each impact has been assessed individually, they are grouped here for easier interpretation.

Impacts, Risks, and Opportunities of Core and Important Topics

Core and important topics		Level of impact materiality		Level of financial materiality		Timeframe[3]	Our response
		Positive	Negative	Risk	Opportunity		
Core Topics	Product responsibility	●●○ [4] Upholding product responsibility and high-quality service ensures electric vehicles meet safety, performance, and environmental standards, fostering consumer trust and loyalty.	●●● Neglecting product responsibility and quality service can result in safety issues, product recalls, and customer dissatisfaction	●●○ Product defect risks can lead to regulatory sanctions, financial loss, and damage to the manufacturer's reputation due to non-compliance with production standards.	●●● Focusing on product responsibility and high-quality service can enhance brand reputation, increase customer loyalty, and capture more market share.	Medium-term	Product Responsibility Customer Interests and Services
	Response to climate change	●○○ Help alleviate climate change and benefit society by reducing emissions, moving from fossil fuels, and promoting sustainable energy.	●●○ Neglecting this issue leads to air pollution and climate change, harming society and impacting the health, livelihoods, and rights of millions.	●○○ Stricter environmental regulations like carbon taxes may raise costs, while rising EV demand shifts consumer preferences toward low-carbon products, increasing pressure on companies to meet expectations.	●●● Government climate regulations can drive long-term energy infrastructure investments, fostering sustainable growth, while aligning with decarbonization expectations enhances BYD's valuation and supports a net zero emissions business model.	Medium and long-term	Response to Climate Change
Important Topics	Innovation and R&D	●●○ Investing in R&D drives the development of advanced electric vehicle technologies, such as better battery efficiency and autonomous driving, enhancing performance and customer satisfaction.	●●● Insufficient R&D investment may hinder BYD's competitiveness in the electric vehicle market, leading to outdated products, missed growth opportunities, and a weakened commitment to sustainability.	●●○ Rising demand for electric vehicles and fuel-efficient options, driven by stricter emissions standards and shifting consumer preferences, may result in financial losses from increased costs and lost revenue.	●●● Proactively investing in innovative technologies and sustainable practices can create valuable opportunities, enhance market position, and strengthen business resilience.	Medium-term	Technological Innovation
	Responsible supply chain	●○○ Promoting social and environmental responsibility across supply networks benefits the sustainable development of the broader society.	●●● Inadequate management policies and practices by suppliers can lead to increased negative social and environmental impacts.	●●○ Ineffective evaluation and monitoring of suppliers against ESG standards can result in compliance, reputational, and performance risks. Supply chain instability may disrupt operations and raise costs.	●●● Implementing sustainable procurement can enhance supply chain management, improve brand reputation, and boost cost efficiency and market competitiveness.	Medium and long-term	Responsible Supply Chain
	Labor rights	●●○ Promote proper management of labor rights in operations and supply chains to respect individuals' rights.	●●● Failure to manage labor rights issues may infringe on workers' rights, leading to unsafe conditions, inadequate wages, and exploitation.	●●○ Neglecting human rights or unethical practices can harm employees and stakeholders, leading to reputational, operational, and legal challenges.	No material opportunity was identified for this topic.	Short-term	Employee Rights

Our topics with high financial materiality are Product Responsibility and Response to climate change, as they have the most significant impact on the Group's value. Product responsibility is the cornerstone of our operations—even a single incident could have far-reaching effects on our customer base and corporate value. The importance of Response to climate change is growing, as its potential impacts bring uncertainty and could disrupt our operations and supply chain.

We are taking proactive measures to mitigate risks and seize the opportunities these topics present. For highly material topics, we implement targeted improvement initiatives, develop short-term action plans, integrate them into daily operations, and conduct regular reviews to ensure steady progress in our sustainability efforts while actively responding to stakeholder concerns. Further details will be provided in subsequent sections of this report. Meanwhile, we will continue to enhance our assessment methodology for financially material topics to ensure its rigor and reliability.

[3] Based on the characteristics of its own operations and upstream and downstream value chains, BYD identifies climate-related risks and opportunities across short-term (within 1 year), medium-term (1 to 5 years), and long-term (over 5 years) time horizons

[4] The thresholds for levels 1, 2, and 3 are determined by the percentage rank of the value within the range, scaled by multiplying it by 3 and then rounding up to 2 decimal places. Level 1 corresponds to 0% – 33.33%, Level 2 to 33.34% – 66.66%, and Level 3 to 66.67% – 100%

01

GOVERNANCE INTEGRITY AND CREDIBILITY FOR BUSINESS DEVELOPMENT

Upholding the philosophy of compliance, integrity, and robust operations, BYD continuously works to build more rational and transparent decision-making processes and a more effective risk management and control system. Adhering to the business code of conduct featuring high standards, we have established fair and healthy relationships with our stakeholders. These efforts provide strong support for the sustainable development and long-term value of the Group.

Targets and metrics in this chapter:

SDGs

HKEX ESG Reporting Code

KPI-B7.1, KPI-B7.2, KPI-B7.3

SZSE Guidelines

Anti-commercial Bribery and Anti-corruption, Anti-unfair Competition

ESRS

G1-3, G1-4

GRI Standards

2-9, 2-10, 2-12, 205-2, 205-3, 206-1, 207-1, 207-2, 405-1



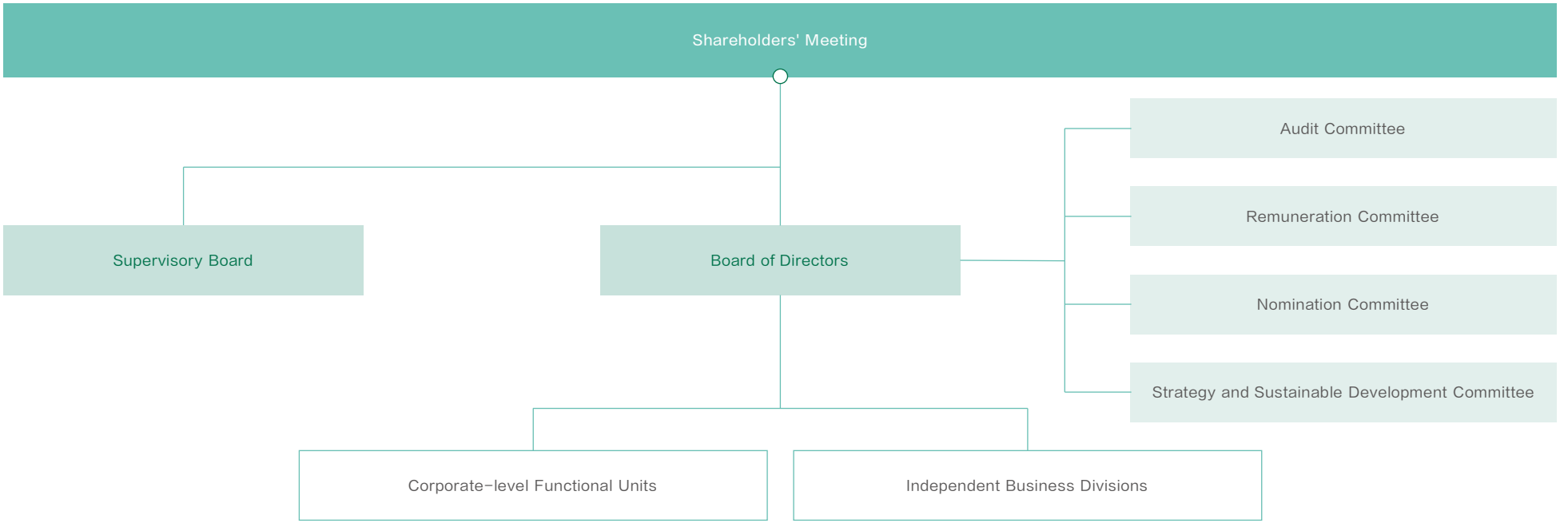
Corporate Governance

BYD complies with applicable laws, regulations and regulatory documents such as the *Company Law of the People's Republic of China, the Securities Law of the People's Republic of China*, the *Code of Corporate Governance for Listed Companies of the China Securities Regulatory Commission*, the *Rules Governing the Listing of Shares on Shenzhen Stock Exchange*, and the *Self-regulatory Guidelines for the Companies Listed on the Shenzhen Stock Exchange No. 1: Standardized Operation of the Companies Listed on the Main Board*. We continue to regulate our operations, improve our disclosure and investor relations management, and enhance our corporate governance capabilities in accordance with these laws and regulations, to ensure that our business remains compliant and healthy.

Governance Structure

BYD has established a corporate governance structure consisting of the General Meeting of Shareholders, the Board, the Board of Supervisors and senior management. We abide by applicable laws, regulations, and our *Articles of Association* for compliant operations. Based on the governance structure, our duties and obligations are fulfilled through decision-making at the General Meeting of Shareholders, the election of directors and supervisors, and the employment of senior management. In 2024, the Group's general meeting of shareholders, the Board, the Board of Supervisors, and senior management made administrative decisions and supervised daily operations in strict accordance with applicable regulatory rules and internal policies.

Governance Structure



Management Responsibilities of the Board

We go through Board member nomination and election procedures following policies such as the *Articles of Association* and *The Rules of Procedures of Shareholders' General Meetings*. These members are elected and determined by a vote at the General Meeting of Shareholders. The current Board consists of 6 directors, of whom 3 are independent. This complies with the requirements of the *Measures for the Administration of Independent Directors of Listed Companies* and the *Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited*. That is, the proportion of independent directors of a company on its Board shall not be less than one-third, and the independent directors shall not hold directorships in more than three companies.

To enhance corporate governance, the Board has established the Audit Committee, the Remuneration Committee, the Nomination Committee and the Strategy and Sustainable Development Committee. The committees report regularly to the Board and submit their findings and proposals to the Board for decision.

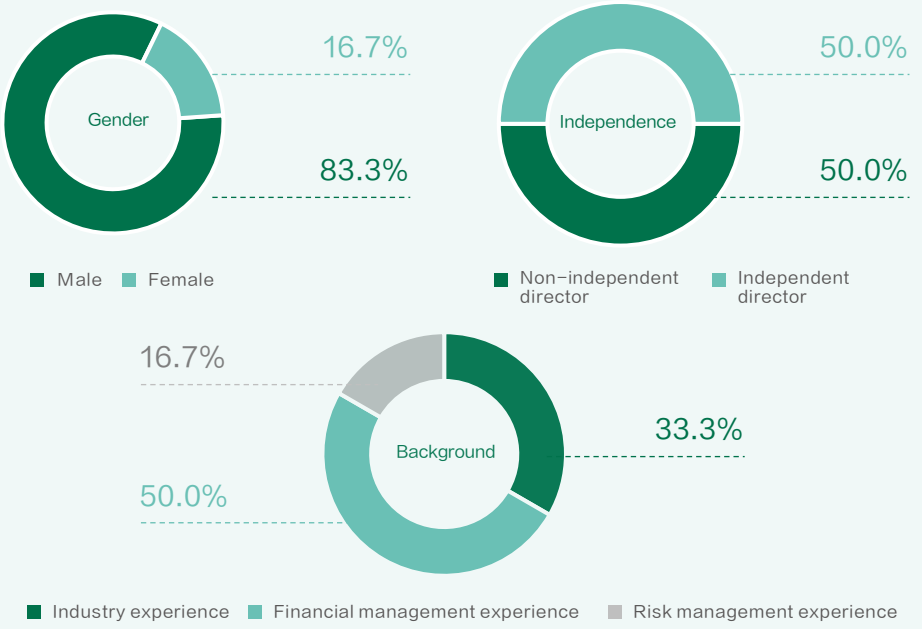
	Audit Committee	Remuneration Committee	Nomination Committee	Strategy and Sustainable Development Committee
Members	1 non-executive director and 3 independent non-executive directors	1 executive director, 1 non-executive director, and 3 independent non-executive directors	1 executive director, 1 non-executive director, and 3 independent non-executive directors	1 executive director, 2 non-executive directors, and 2 independent non-executive directors
Main responsibilities	Reviewing the Group's financial reporting process and risk management and internal control policies.	Regularly reviewing the human resources management policies, making proposals on the remuneration packages, compensation and benefit schemes for directors and senior executives, reviewing and/or approving matters relating to share plans under Chapter 17 of the Listing Rules, and setting performance targets for senior management of the Group.	Reviewing the structure, size and composition of the Board, advising the Board on the selection of candidates for the Board and senior management, the appointment and re-appointment of directors and succession planning for the Board, assessing the independence of independent non-executive directors, and determining director nomination policies.	Conduct research and make recommendations on the group's long-term development strategy, major investment decisions, and sustainable development. Discuss the group's sustainable development strategy planning, expected goals, and policy guidelines. Supervise the implementation progress of sustainable development strategies and objectives, and assess the risks related to sustainable development.

In order to better supervise the Board in performing its duties, we have formulated the *BYD Articles of Association*. The policy stipulates that if a director fails to attend two consecutive meetings of the Board in person and does not delegate other directors to attend the meetings, he/she shall be deemed to be unable to discharge his/her duties. And the Board will recommend the removal of the director to the general meeting of shareholders. During the year, our Board discharged its responsibilities well. At the same time, we strengthened the remuneration management of directors and senior management, and formulated relevant remuneration and performance appraisal plans. We linked the ESG-related performance to the remuneration performance of management and relevant responsible personnel.

Diversity of the Board

BYD recognizes the importance of a diverse board to corporate governance and board effectiveness. We have developed a Board Diversity Policy which sets out the approaches to be taken to achieve diversity on the Board to ensure that the Board has the appropriate skills, experience and diverse perspectives as required for the Group's business.

The Board and the Nomination Committee consider the diversity of the Board in terms of gender, age, cultural and educational background, professional experience, skills, and knowledge when determining the composition of the Board. Our Board members possess expertise and professional background closely related to the Group's business, strategic development, risk management, and operational management, covering areas such as manufacturing, risk management, finance, and technology. This ensure that the company can make efficient decisions and respond reasonably to the concerns and expectations of various stakeholders. All appointments to the Board are made on the basis of merit and objectivity, with due regard to the benefits of diversity on the Board.



Compliance Operation

BYD is firmly committed to complying with laws and regulations in operations. Continuous efforts are being made to strengthen internal control and management, consolidate risk management defenses and raise employees' awareness of the importance of compliance. The aim is to achieve long-term stable development on the basis of compliance.

Risk Management

Relying on a risk management organization that is established in the modern corporate governance structure, we prioritize the prevention significant risks. Following internal policies such as the *Internal Control of BYD*, the *BYD Management Provisions for Internal Control Evaluation* and the *BYD Risk Management*, we have standardized the identification, assessment and presentation procedures for significant risks and strengthened the management, information communication and supervision of these risks. This is to ensure the safety of the Group's assets, the lawfulness and compliance of its operations, the truthfulness and completeness of its financial reports and related information, and the efficiency and sustainability of its business operations.

To enhance the Group's risk management capabilities, we have established a Risk Management Committee, with the Group's President as the chairman. The Compliance Committee is composed of the Group's Vice President, the CEO of each business unit and the General Manager of each business division. We have established the Audit and Inspection Office as the Secretariat, which collects risk reports of each business division on a quarterly basis to monitor and follow up the effective implementation of risk management of each business division of the Group.



Three lines of defense for risk management



First line of defense
Business divisions of each business unit

Identify, analyze and review the risks of the department, determine the risk response plan, and implement key control procedures.

Second line of defense
Relevant functional business divisions and functional departments of each business unit

Each working group is responsible for the establishment of internal risk management system, organizing and supervising the implementation of control systems, identifying, collecting and analyzing control defects, and putting forward improvement suggestions for implementation. These working groups also provide timely feedback to the Risk Management Committee on major deficiencies and material vulnerabilities.

Third line of defense
Audit and Inspection Department

As the Secretariat of the Risk Management Committee, the office is responsible for establishing the Group's risk management system, policies and processes. The Audit Department carries out supervision and evaluation on risk management, and regularly issues audit reports on the supervision and evaluation to senior management.

We regularly carry out the annual identification of key risks and update the risk identification list each year in accordance with the risk management process. The departments first identify the risks inherent in their management and business activities, such as strategic, financial, legal and regulatory, market and business risks. They then regularly report the identified risks to their respective risk management units in the business divisions, which organize the risk management team to assess, announce, review and respond to the risks. In this way, closed-loop risk management and omni-directional control are achieved.

In addition, we pay attention to identifying emerging risks, such as the risk of data breaches that companies may face in the course of digital transformation. We prevent, avoid or minimize risks through initiatives such as regular cyber information security campaigns and blocking phishing emails. As the Group's overseas business continues to expand, we are also committed to identifying and managing risks in our overseas business to ensure that our overseas operations comply with local laws and regulations.

Compliance Management

BYD has established a comprehensive compliance management system. We keep abreast of updates to local laws and regulations, revise our compliance management policies in a timely manner, and strengthen the cultivation of a compliance culture to ensure the Group's lawful and compliant operations and management.

◆ Compliance Management Framework

We have a Compliance Committee to strengthen corporate governance and maintain compliance in our business activities. The Compliance Committee is chaired by the Group's President, who sets the Group's compliance policy and overall compliance objectives and approves compliance-related procedures and documents. The members are the CEO of each business unit and the General Manager of each business division. They review the procedures and documents formulated to achieve the compliance objectives.

The Compliance Committee has a secretariat that organizes the establishment of a compliance management system, prepares annual compliance management plans, develops compliance reporting and investigation mechanisms, and monitors and evaluates compliance work. The business units and divisions have set up their compliance working teams, taking into account of their own situations, to implement compliance review and decision-making mechanisms in day-to-day operations and management. At the same time, we determine the performance-related remuneration of management and other relevant responsible personnel considering the management of compliance and code of conduct to ensure the effectiveness of compliance management.

◆ Compliance Culture Cultivation

We have published *the BYD Company Compliance Code of Conduct* to provide guidance on daily performance for employees and to raise their awareness of compliance. Moreover, we attach great importance to promoting compliance culture, and provide compliance training to new employees to help them quickly understand the Group's compliance requirements. We also train key employees in key areas and steps of law compliance to help them put the concept of compliance into practice. We develop online courses on personal data compliance, provide them to all employees on the Group's internal platform, and set up an official account of "BYD Legal Knowledge Online" to publish posts related to compliance management.

In 2024

29 compliance-related posts were published. The cumulative compliance training for new employees has exceeded 200,000 person-times. We also conducted 74 training sessions on personal data compliance practices



Business Ethics

BYD continues to strengthen its business ethics governance. We have zero tolerance for any improper behavior that violates business ethics, and firmly promote the construction of an integrity system to support the healthy and sustainable development of the Group.

◆ Anti-monopoly

We advocate fair and free competition and comply with the *Anti-Monopoly Law of the People's Republic of China*, the *Anti-Unfair Competition Law of the People's Republic of China,* and other applicable laws and regulations. This is to maintain an honest, fair and free market order and business environment.

We have established a comprehensive anti-monopoly compliance management mechanism and internal policies such as the *BYD Management Provisions on Anti-Monopoly and Fair Competition Compliance*. They specify the anti-monopoly and anti-unfair competition requirements for the Group's domestic and overseas operations. We also have an Intellectual Property and Legal Affairs Office as the leading department for anti-monopoly compliance, which regularly reports on relevant matters to management to ensure that our business activities remain compliant with laws and regulations. In 2024, BYD was not involved in any litigations for anti-unfair competition behaviors or violations of antitrust and anti-monopoly laws.

We focus on anti-monopoly culture development and deliver regular anti-monopoly training in the form of offline lectures, online law popularization programs, and relevant promotional articles. The aim is to build an anti-monopoly culture featuring fair competition.

◆ Integrity Management

We follow local laws and regulations such as the *Interim Provisions on Prohibiting Commercial Bribery* and international conventions including the *United Nations Convention against Corruption*. We have zero tolerance for corruption, bribery and fraud. During the reporting period, BYD had no corruption, bribery, fraud and other illegal activities that may have a significant impact on the Group's operations.

We continue to improve our internal policies, with *the Professional Codes of Ethics for Employees of BYD, the BYD Code of Conduct, BYD Employee Suspected of Benefit Transfer Conduct Management Measures, BYD Management Personnel's Code of Economic Conduct* and *BYD Employee External Official Interaction Management Regulations* newly formulated and released. Efforts are made to regularly review them, to ensure that our implementation, investigation and punishment are standard- and procedure-based and that progress is made in anti-corruption assignments. We are stepping up our anti-corruption efforts, having specified the Group's Audit and Inspection Office for Group-wide review and investigation of key risk areas and important business units.

In 2024

The Audit and Inspection Office carried out 24 procurement inspection projects and identified 22 policy, process and system risks.

Employees violating integrity disciplines are subject to punishment in accordance with our rules and regulations, such as termination of employment contracts and entry into the BYD delisting query system. In 2024, we investigated and dealt with 49 individuals for serious violations. Those who are suspected of committing illegal crimes would be resolutely transferred to judicial authorities for handling. We concluded 15 corruption litigation cases.

We require all our partners to sign *the Supplier Anti-Commercial Bribery Commitment*. Non-compliant suppliers would be held accountable in accordance with the contract or the agreement on cooperation integrity. We would confiscate their liquidated damages, cancel their cooperation qualification, or include them on the list of banned partners. This is to work with our partners to build a business integrity environment. In 2024, a total of 16 suppliers were terminated by BYD for violating the integrity cooperation agreements.

Whistle-Blowing Mechanism

BYD advocates all staff participating in anti-corruption and supervision efforts. We have smooth, responsive and effective communication channels and reporting mechanisms to receive business ethics and corruption reports from employees, external persons and other stakeholders. For the efficient, regulated and fair treatment of the reports, we have designated special personnel to receive the reports and conduct investigation. Violations, once confirmed, would be dealt with seriously and even handed over to the judicial organ as necessary.

Whistle-Blowing Channels

- Tel: 0755-89888888-62407
- Email: tousu@byd.com
- WeChat official account: Integrity BYD

In order to protect the rights and interests of whistle-blowers, we have formulated internal policies including *the BYD Whistleblower Protection and Reward Regulations*. We accept anonymous reports and keep whistle-blowers strictly confidential during case acceptance, registration, investigation, and maintenance. We take multiple measures to ensure the security of whistle-blowers' information and report content, and effectively prevent the risk of leakage or loss.

Online processing for closed-loop management

- We have developed an online audit supervision and management system to summarize all reporting information into the system for closed-loop management.

System access management

- Only the General Manager of the Audit and Inspection Office has access to all complaints, who grants access to the investigators for follow-up.

Permission for anonymous complaints

- During the investigation, whistle-blowers can contact investigators by using an anonymous email or telephone.

Prohibition on retaliation

- Employees are prohibited from retaliation against whistle-blowers and other leads in any form, and violators will be dealt with strictly. Those who violate the law will be held accountable by law.

After confirming that the incident reported is true and valid, we would pay rewards to the whistle-blower based on the nature, severity and amount of the case. We would retain or continue the cooperation with externally involved entities who actively report their corruption information, cooperate actively with the investigation, and commit to no further violations, as appropriate. At the same time, we have set up an integrity account to allow employees to voluntarily turn in any improper benefits or discounts they have received, providing an opportunity to make self-correction and relieve the liability for violation.



Integrity Publicity and Education

We continue to strengthen the building of integrity culture and provide integrity training for all employees. We require new employees to receive integrity training after joining the Group. All business departments need to regularly or irregularly hold integrity training, focusing on the promotion and implementation of integrity among sensitive positions, and publicize the integrity culture via posts on the WeChat official account to continuously create a robust integrity culture. We promote learning and integrity through assessments, continuously organizing management personnel for integrity exams in batches. As of December 2024, we have conducted 35 online exams, with 181,000 employees having passed.

We require all employees to sign documents related to integrity and have management personnel sign an *Integrity Commitment Letter*, achieving a 100% signing rate. When the integrity-related policies are revised, we would arrange management personnel to study the new policies and organize corresponding examinations to ensure that they have a full grasp of the contents of the policies.

At the same time, we carry out a variety of integrity publicity activities. We designate January every year as the "Integrity Month", and carry out a series of integrity publicity and education activities, such as integrity statements of senior management, continuously strengthening the awareness of compliance and integrity among all employees from top to bottom. We have compiled quarterly reports on typical anti-corruption cases in an electronic form for review by senior management of the Group to alert management loopholes and integrity risks in various business areas to strengthen supervision.



Wang Chuan-fu:

Integrity in Practice, Fair Competition, and High-Quality Development

—— Chairman and Executive Director Wang Chuan-fu Delivers a Message on Integrity

In 2024

The coverage rate of integrity training for new employees was 100%

The integrity training coverage for sensitive positions was 100%

Tax Strategies

BYD strictly abides by local tax laws and regulations such as *the Enterprise Income Tax Law of the People's Republic of China* and international tax standards including those released by the Organization for Economic Co-operation and Development (OECD). We designate personnel from relevant departments to be responsible for daily tax-related work, such as regular tax declaration. We continue to monitor changes in tax-related regulations and policies in various operating regions, and make adjustments to the handling of tax-related matters.

In 2024

Our total domestic tax payment was RMB 51 billion



Information Security

We attach great importance to the information security of the Group and our customers. We strictly abide by *the Cybersecurity Law of the People's Republic of China, the Data Security Law of the People's Republic of China* and other laws and regulations to actively promote the construction of standardized information systems, and build a high-level and comprehensive data security management system that meets regulatory requirements, laying a sound foundation for information security for serving domestic and overseas customers. In 2024, BYD did not experience any data security incidents that caused significant property loss to the company[5].

Information Security Management

We have established an information security management structure comprising the Information Security Management Committee, the Secretariat, and the Information Security Executive Committees of various business divisions. Within this structure, the Information Security Management Committee, which is under the Board, is responsible for making decisions and overseeing the operation of the information security management system, and ensuring the effective implementation of information security strategies and policies. The Information Security Executive Committees of the business divisions are tasked with advancing related work and regularly reporting the progress of information security-related activities.

We continue to improve the information security management system and take various measures to strengthen the Group's capabilities for preventing information security risks, effectively ensuring the security of the Group's data assets.



Information security technology

Introduce a third-party security vulnerability scanning platform to scan and analyze newly launched and ongoing systems for vulnerabilities. Also, we conduct irregular simulated hacker attack and defense drills.

Identification of information security risks

Identify and assess information security risks on a regular basis every year, covering all risks in important areas, and formulate a risk assessment plan based on the Group's business situation and security threats identified.

Information security audit

Formulate annual plans for information security audit, conduct internal information security audit of business divisions, and verify the establishment and implementation of the information security management system in business divisions.

Information security certification

Obtain ISO 27001, TISAX, ISO SAE 21434, UN R155, UN R156 certifications, as well as the Information Security Level Protection Level 3 Assessment and Certification.

[5] Data security incidents refer to those defined as Level II and above in the *Group Information Security Incident Management Regulations*, which have significant consequences for the entire company and severely impact the company's brand image

Information security certification	Obtained by the Group in 2024
ISO 27001	11 organizations
TISAX	3 organizations
ISO SAE 21434	1 organization
UN R155	1 organization
UN R156	1 organization
Information Security Level Protection Level 3 Assessment and Certification	21 systems

Information Security Publicity

In order to raise employees' awareness of information security, we adopt an online and offline approach to deliver information security training for information security executives of business divisions, key personnel in charge of information security, information system administrators and new employees to enhance their sensitivity and response to information security incidents.

With the rapid development of business, the Group's information security management boundary has been extended to upstream and downstream supply chains. We organized 3 information security training sessions for suppliers, covering 976 people, aiming to improve their information security awareness, reduce information security risks and avoid information security incidents caused by insufficient awareness.

In 2024

A total of **74** information security training sessions were conducted and the number of employees involved in training exceeded **30,000** person-times



Protection of Shareholders' Interests

BYD focuses on protecting the rights and interests of investors through a sound investor protection system. We work to disclose complete information in a prompt manner, to ensure that investors have access to necessary information and to protect their legitimate rights and interests.

Investor Relationship Management

We have various investor communication channels, such as the general meeting of shareholders, performance presentation, investor survey, emails and phone calls. Using these tools, we maintain effective and healthy communication with our shareholders and investors, which supports the open and transparent operations of the Group.

In 2024

We held 3 general meetings of shareholders, 1 performance presentation, 32 teleconferences with investors, and conducted 30 investor site visits and roadshows.



Return to Shareholders

We are committed to increasing return to shareholders, ensuring that the rights and interests of medium and small shareholders are treated fairly and fully respected, and sharing the benefit of the Group's business growth with all shareholders.

In terms of stock repurchase, the Company's plan to repurchase its shares in 2024 has been approved at the 5th meeting of the 8th session of the Board and the 3rd meeting of the 8th session of the Board of Supervisors on March 6, 2024, as well as the first extraordinary general meeting, the first A-share shareholders' meeting, and the first H-share shareholders' meeting of 2024 held on April 19, 2024.

April 25, 2024, marked the first day of the Company's share repurchase. The Company used its own funds to repurchase a total of 1,877,000 A-share shares through a dedicated securities account for repurchase via centralized bidding transactions. The repurchase plan was completed on April 26, 2024, and the relevant shares were cancelled on May 10, 2024. The Company's total share capital changed from 2,911,142,855 shares before the repurchase and cancellation to 2,909,265,855 shares after.

Regarding profit distribution, the Company's profit distribution plan for the year 2023 was approved at the annual shareholders' meeting held on June 6, 2024. Since the Company's share repurchase plan was completed on April 26, 2024, and the relevant shares were cancelled on May 10, 2024, the total share capital changed from 2,911,142,855 shares before the repurchase and cancellation to 2,909,265,855 shares after. According to the 2023 annual profit distribution plan, the Company would distribute a cash dividend of RMB 30.977722 (tax inclusive) per 10 shares to all shareholders based on a total share capital of 2,909,265,855 shares as of the equity distribution registration date. The total cash dividend is approximately RMB 9,012,243 thousand.

Category	2021	2022	2023
Total capital stock on which the distribution is based (share)	2,911,142,855	2,911,142,855	2,909,265,855
Basic earnings per share as disclosed in the annual report (RMB)	1.06	5.71	10.32
Amount of equity per share (RMB)	0.105	1.142	3.097

02

GREEN FUTURE NAVIGATED BY TECHNOLOGY

Deep concern for the earth's environment and facing the challenges posed by climate change have given birth to BYD's bright green dream — we are committed to developing solar power, energy storage and electric vehicles for a sustainable future of mankind, countries, communities and cities to get rid of dependence on fossil energy from three major aspects: acquisition, storage and application. We compile the dream into a strategy with an integrated new energy solution, bring the dream into reality through value-chain green operation, and convert the dream into strength with determination, innovation and practice. All these efforts are aimed at embracing a green future.

Targets and metrics in this chapter:

SDGs



HKEX ESG Reporting Code

A1, A2, A3, A4

SZSE Guidelines

Response to Climate Change, Pollutant Emissions, Waste Treatment, Ecosystem and Biodiversity Conservation, Environmental Compliance Management, Energy Use, Water Use, Circular Economy

ESRS

E1-1, E1-2, E1-3, E1-4, E1-5, E1-6, E1-8, E1-9, E2-1, E2-2, E2-3, E2-4, E2-5, E2-6, E3-1, E3-2, E3-3, E3-4, E4-1, E4-2, E4-3, E5-1, E5-2, E5-3, E5-4, E-5

GRI Standards

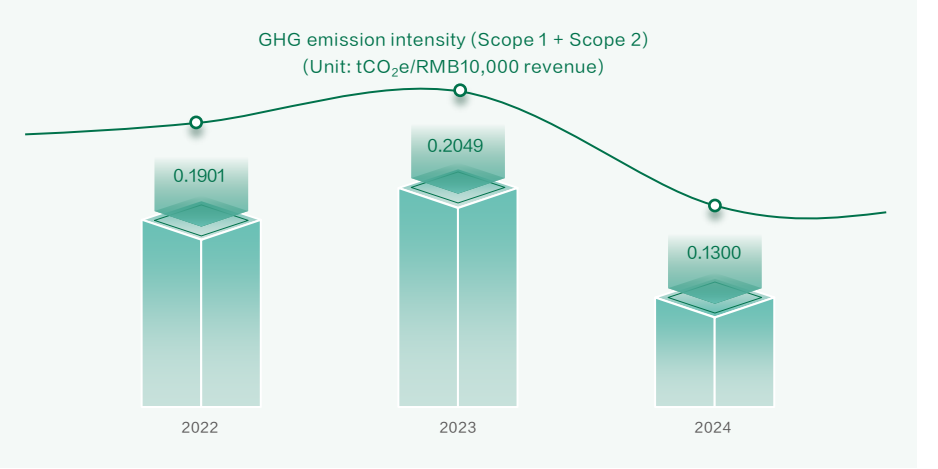
301-1, 301-2, 301-3, 302-1, 302-3, 302-4, 302-5, 303-1, 303-2, 303-3, 303-4, 303-5, 304-1,304-2, 304-3, 304-4, 305-1, 305-2, 305-3, 305-4, 305-5, 305-7, 306-1, 306-2, 306-3, 306-4, 306-5, 308-1, 308-2



Response to Climate Change

The current and future production and development of mankind have been increasingly threatened and challenged by climate change. In response, taking proactive precautions has long become a global consensus. In 2024, on the 30th anniversary of the entry into force of the *United Nations Framework Convention on Climate Change* (UNFCCC), countries reached the Baku Climate Solidarity Pact (BCSP) in COP29 to further unite global efforts to combat climate change.

Guided by the Carbon Peaking and Carbon Neutrality Goals, BYD deeply integrates the concept of green development into the Company's strategies and businesses. We, in a vigorous manner, identify climate change-related risks and opportunities, and formulate targets and action plans for carbon neutrality, committed to driving the low-carbon transition of the industrial chain.



Climate Governance

BYD has incorporated climate change-related issues into the Board's sustainability governance. We have established a climate change governance structure consisting of the Board, the Strategy and Sustainable Development Committee, the ESG Management Committee, the ESG and Carbon Emissions Management Team, and all Business Units and Business Divisions, with members from all functions and production divisions of the Company.

To ensure the competency of our climate governance, management and execution teams, and to achieve comprehensive empowerment from awareness to practice, we conduct special training on climate change and carbon management. Such training, in the form of internal learning and expert teaching, covers theoretical and practical knowledge, including global standards progress, disclosure requirements, climate assessment methodologies, calculation methods and tools for carbon emissions, and carbon reduction pathways.

In 2024

we conducted 8 special training sessions on carbon management, covering 100% personnel in charge of climate governance, management and execution.

For more information on the Group's sustainability governance, please refer to the *Sustainability Management* section of this report.



Climate Strategy

BYD adheres to a scientific and systematic approach to establishing climate change management strategies. Based on the Company's characteristics of operation and upstream and downstream value chain, BYD identifies climate-related risks and opportunities over the short term (within 1 year), medium term (1 to 5 years) and long term (above 5 years), and assesses and analyzes them with reference to different climate scenarios. Accordingly, we make active responses to climate change risks and seize development opportunities.

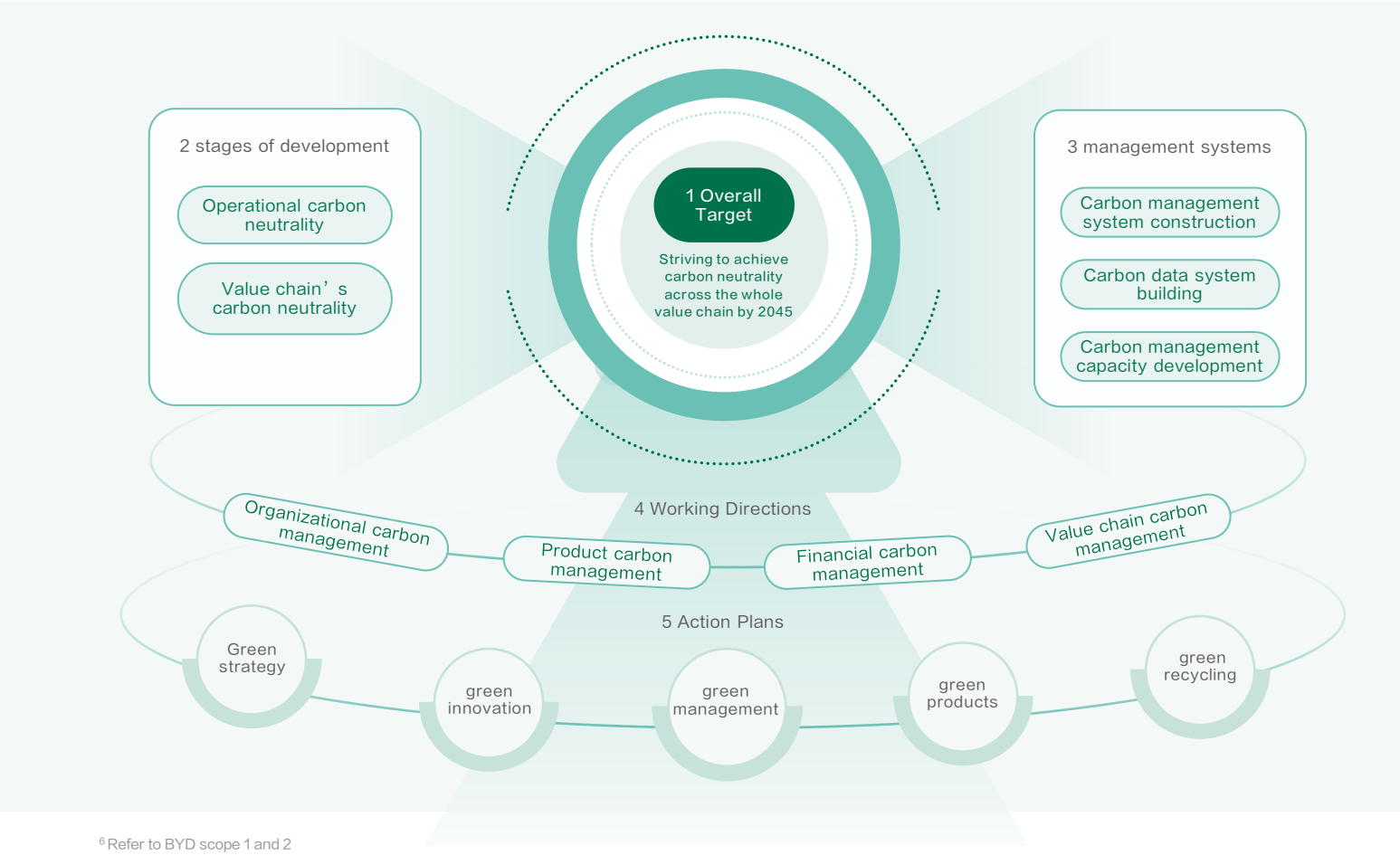


Climate-Related Risks

Risk type	Risk	Risk description	Response measures	Timeframe
Transition risk	Legal and policy risk	Stricter regulation of carbon emission verification in various countries and regions around the world, and enterprises may face stricter supervision and management.	• Stay tuned on updates on domestic and international policies and regulations to ensure that business operations comply with local laws and regulations	Short, medium and long term
	Technical risk	Facing further R&D and investment in low carbon technologies	• Make more efforts in R&D of low-carbon technologies to tap the potential of energy conservation and emissions reduction	Short, medium and long term
	Market risk	The scarcity of non-renewable resources and energy will impact the cost and price of products	• Reinforce procurement management to ensure stable supply of resources and energy • Vigorously develop alternative materials to reduce dependence on single resources and energy	Short, medium and long term
	Reputation risk	Investors and stakeholders are increasingly focused on climate change action	• Implement energy saving and emission reduction actions, including upgrading equipment and adopting energy-saving technologies to reduce energy consumption • Establish long-term cooperative relationships with universities and scientific research institutions to jointly conduct climate change-related research	Short, medium and long term
Physical risk	Acute risk	Extreme weather conditions (e.g., typhoons and floods) may affect production	• Formulate emergency plans for extreme weather and strengthen the identification of hidden hazards • Adopt reasonable measures such as commercial insurance to reduce potential losses caused by extreme weather	Short, medium and long term
	Chronic risk	Chronic risk such as persistent high temperatures may affect production	• Prepare plans for high temperature weather and equip with equipment and medicines to prevent heatstroke and sunstroke	Medium and long term

Climate Actions

We are marching forward to the green dream. In 2024, we set the goal of striving to achieve carbon neutrality across the whole value chain by 2045, with phased target to reduce the carbon emission intensity in our own operations[6] by 50% compared to 2023. In order to effectively promote the implementation of the target, we have formulated a carbon neutral strategy and implementation path – the "12345 Pathway". Based on the "12345 Pathway", we will continue to promote the multi-pronged implementation path for low-carbon transformation, further develop carbon-related management systems across four key areas, and focus on critical initiatives in "green strategy, green innovation, green management, green products, and green recycling.



As we contribute to mitigating climate change with green products and technologies, our low-carbon lifestyle becomes more influential. In the past few years, the Company and its chairman, in their respective capacities, were awarded the corporate and individual lifetime achievement awards of the Zayed Future Energy Prize, and have been invited to deliver keynote speeches at the United Nations Climate Summit. The recognition from the international community highlights our exploration, contribution and leadership in response to energy crisis, climate change and sustainable development. This also makes us convinced that our green dream also carries the dream of the world, which is worth our long-term adherence.

For more information on the Group's climate actions, please refer to the *Green Products and Technologies* and the *Green Operation* sections of this report.

[6] Refer to BYD scope 1 and 2

Management of Climate Impacts, Risks and Opportunities

BYD has integrated climate-related issues into the company's overall risk management mechanism. By comprehensively applying tools such as risk databases, interviews, workshops, and questionnaire surveys, we regularly assess the current status and future trends of risks and opportunities. We evaluate the potential impacts of climate risks and opportunities on the group, identify response measures, and develop implementation pathways to ensure the foresight and proactiveness of our climate actions.

For more information on the Group's overall risk management, please refer to the *Risk Management* section of this report.

Carbon Neutrality Goal

To effectively implement our carbon neutral strategy, we have set climate change-related targets and goals for greenhouse gases and energy consumption. We formally announced our carbon neutrality target, committing to strive to achieve carbon neutrality across our whole value chain by 2045. At the same time, we set a phased target: a 50 per cent reduction in the carbon intensity of the Group's own operations[7] by 2030, compared with 2023. At the same time, this report discloses our indicators related to climate change, such as greenhouse gas emissions and energy consumption in 2024. Please refer to the *Key Performance Indicators* section of this report.

To fulfill the above goals with all our strength, we have formulated and implemented internal policies such as the *BYD Carbon Emission Management*, the *BYD Quantification and Management of Carbon Emission* and the *BYD Company Product Carbon Footprint Management Measures*. In doing so, we aim to standardize and improve the management and control of carbon emissions. Meanwhile, we have developed an energy and carbon management platform that facilitates the real-time conversion of energy consumption data into carbon emissions. By adopting this approach, BYD aims to achieve precise energy management, and explore energy-saving potential within factories. In addition, we are developing an internal carbon pricing mechanism to provide decision-making basis for carbon reduction.

Phased carbon reduction targets

By 2030

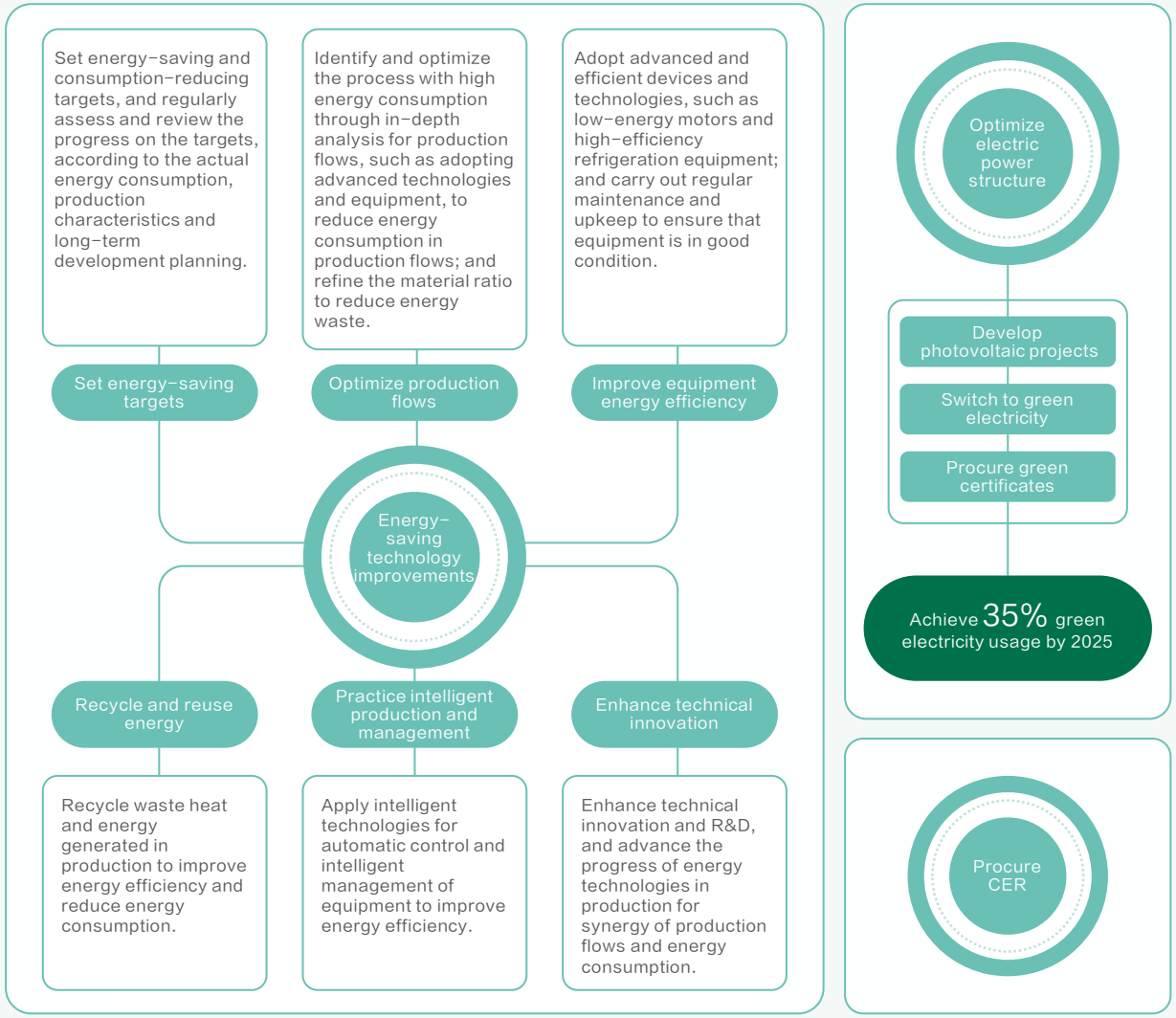
a 50 per cent reduction in the carbon intensity of the Group's own operations[7]

(With 2023 as the base year)

↓Reduce 50%

[7] BYD scope 1 and scope 2

Carbon Reduction Roadmap



In 2024

We actively promoted over 410 new projects for management of production technologies and processes and energy-saving improvement, saving a total of more than 53,000 tons of standard coal[6], which is equivalent to reducing carbon emissions by over 210,000 tons of CO_2 equivalent[8].

> Energy Saving and Emission Reduction Projects[9]

Air compressor smart housekeeper application

Through the intelligent housekeeping system of air pressure station of Taizhou FinDreams Battery, the pressure value of the air compressor is functionally controlled to achieve precise control of the air compressor, and it is expected that the annual electricity consumption will be reduced by about 1.6 million kWh, which is equivalent to the reduction of carbon emissions by about 858 tons of carbon dioxide equivalent.

Retrofitting of energy-saving equipment

In 2024, energy-saving equipment renewal for a factory in Huizhou, updating traditional ice water, circulating water pumps and other equipment to more efficient equipment, reducing electricity consumption by 20-25% with the same usage effect, and pipeline modification for cooling towers, which is expected to reduce electricity consumption by approximately 662,700 kWh per year, equivalent to reducing 355 tons of carbon dioxide equivalent.

In 2024

We voluntarily procured over 2.23 million green certificates and approximately 468 million kWh of green electricity.

Advocate Carbon Reduction Across Value Chain

We have developed a carbon reduction plan for our supply chain, requiring all suppliers to integrate carbon management requirements into their lifecycle management. In this way, we radiate our influence among upstream suppliers of the value chain to advocate "low-carbon" practice.

We have set and fully communicated carbon reduction targets with suppliers across the supply chain, and include relevant requirements for them into the supply chain management-related policies. In addition, we urge suppliers to gradually expand the use of green electricity in production, adopt new energy vehicles, and promote energy-saving technology improvements to reduce carbon emissions in operation. We also encourage them to get involved in product recycling and reuse, and promote the circular economy to reduce waste generation and improve resource utilization. At the same time, we actively promote green procurement by establishing green procurement policies and guidelines, and building a robust green procurement system that encompasses "green suppliers and green raw materials." Please refer to the *Responsible Supply Chain* section of this report.

To obtain the data basis for decision-making on manufacturing green products, we also carry out product carbon footprint assessment. Based on relevant standards such as ISO 14067 and PAS 2050,we verify the greenhouse gas emissions throughout the lifecycle, from raw material acquisition, production, and distribution to usage and waste disposal.

In 2024

A total of 9 models of BYD's new energy vehicles have carried out product carbon footprint accounting; a total of 4 models of batteries have obtained product carbon footprint certification verification statement.



[8] When calculating energy savings, use the *Calculation Method for Energy Savings of Energy-using Units (GB/T 13234-2018)* to calculate, and refer to the *General Rules for Calculating Comprehensive Energy Consumption (GB/T 2589- 2020)* for the calculation factor

[9] When calculating carbon reductions, use the methodology and the Emission factors for energy refer to the *2006 IPCC Guidelines for National Greenhouse Gas Inventories 2019 Refined Report*; emission factors for purchased electricity refer to the 2022 national average carbon dioxide emission factor grid for electricity

In the meantime, we, with openness and inclusiveness, actively participate in the development and review of industrial carbon emission standards. We share our experience in carbon footprint accounting, contributing to the standard carbon management in the new energy industry.

Some of the Standards of Which BYD Has Participated in the Formulation and Review

Name of standard	Formulated by
Methodology for calculation and verification of the carbon footprint of rechargeable industrial batteries with a capacity above 2 kWh, excluding those with exclusively external storage	European Commission – Joint Research Center (JRC)
Greenhouse Gases – Quantification Methods and Requirements of Product Carbon Footprint – Lithium-Ion Battery	China Electronics Standardization Institute
Quantification Methods and Requirements of Product Carbon Footprint – Power Battery	China Association of Automobile Manufacturers
Methodology for Product Carbon Footprint Accounting – Lithium-Ion Battery	Administration for Market Regulation of Hunan Province
Greenhouse Gases – Quantitative Methods and Requirements of Product Carbon Footprint – Electric Passenger Car	Organization Committee of SAE-China
Greenhouse Gases – Quantitative Methods and Requirements of Product Carbon Footprint – Automotive Power Batteries	
Greenhouse Gases – Quantitative Methods and Requirements of Product Carbon Footprint – Drive Motors	
Greenhouse Gases – Quantitative Methods and Requirements of Product Carbon Footprint – Light-Duty Electric Vehicle	China Ecological Civilization Research and Promotion Association
Carbon Emissions Accounting and Reporting for Road Vehicle Enterprises – Power Battery Manufacturing Enterprises	National Technical Committee of Auto Standardization

Green Products and Technologies

BYD upholds the green dream with the product concept of "Technology · Green · Future" for the industry-wide interconnection and the global layout of new energy business and automotive business. Navigated by technologies, we popularize the application of new energy, and resolve social issues with green products to make our green dream benefit more people with new energy.

Green Transportation

Since the introduction of the "electrification of urban public transport" strategy in 2010, BYD has moved forward to the electrification of the whole automobile market. Accordingly, we have formed a "7+4" strategy for developing the green transportation system. In detail, "7" represents seven conventional categories such as urban buses, taxis, road passenger vehicles, urban commodity logistics, urban construction logistics, sanitation vehicles and private cars; while "4" represents four buses for warehousing, mining operation, airports, and ports. To this end, BYD's buses, cleaning trucks, port tractors, and slag trucks and mixer trucks for urban construction spread across urban roads, logistics, public transportation, sanitation, ports, and airports. This is our original aspiration of tackling pollution with electric vehicles, contributing to the green city with our strength.

In 2024

We sold **4,272,145** new energy passenger vehicles, as the top spot in both the Chinese automotive market for car manufacturers and brands, and retaining our position as the global leader in new energy vehicle sales.

We have delivered over **127 thousand** new energy commercial vehicles globally, including over **85 thousand** pure electric buses and over **41 thousand** new energy trucks and other vehicles (including pickup trucks).



◆ Green Upgrade of Global Transportation System

BYD strives to realize the green dream not only in China, but also across the world. Supported by efficient and advanced innovative technologies, we deliver low-emission and high-quality electric vehicle products and services that are recognized by market. We aim to bring sustainable, zero-pollution and intelligent green transportation solutions to overseas countries and regions, contributing to the rapid popularization and sound development of low-carbon travel.

Relying on the ongoing iteration and innovation of core technologies, our passenger vehicle business has formed a multi-layered layout composed of BYD brand, DENZA brand, YANGWANG brand and FANGCHENGBAO brand. With a diversified and high-quality new energy vehicle model matrix, we continue to lead the world towards a future of low-carbon, eco-friendly, and sustainable mobility. While continuously promoting the application of existing green technologies, we continue to innovate in the field of new energy vehicles, and have successively launched technologies such as "The fifth generation DM plug-in hybrid technology" "Low Pressure-Exhaust Gas Recirculation (LP-EGR) technology" "e-Platform 3.0 Evo " and "High-Efficiency Heat Pump Air Conditioning System" , continuously driving the green travel revolution.

> The Fifth-Generation of DM Technology Initiates in the Era of 2 Liters per 100 Kilometers Fuel Consumption



Fifth Generation DM Technology

BYD's fifth generation DM technology achieves technological breakthroughs in the three core architectures of power, electrical and electronic, and thermal management, realizing a comprehensive innovation in plug-in hybrid technology. In terms of thermal management architecture, the fifth generation of DM technology is the first in the industry to create an all-temperature-range vehicle thermal management architecture, which saves up to 10 percent of the vehicle's energy consumption in high-temperature environments and up to 8 percent in low-temperature environments, and achieves significant energy savings while ensuring comfort. The fifth-generation of DM technology is the first to be used in BYD Qin L and Seal 06 models, achieving the world's highest engine thermal efficiency of 46.06%, the world's lowest fuel loss of 2.9L per 100km, and the world's longest combined range of 2,100km. The application of AI energy management technology reduces energy consumption by 23% compared to its predecessor, and the maximum fuel saving rate reaches 18%, which further improves the dynamics and reduces the overall fuel consumption.

> e-Platform 3.0 Evo, a New Cornerstone for the Evolution of Intelligent Electric Vehicles



E-Platform 3.0 Evo

BYD has launched the e Platform 3.0 Evo, which combines the world's five first and latest technology clusters, namely the CTB vehicle safety architecture, 12-in-1 intelligent electric drive, intelligent wide-temperature range high-efficiency heat pump, full-area intelligent fast charging, and full-intelligent motion control, to create a safer, more efficient, and smarter driving experience. In terms of high efficiency, 12-in-1 intelligent electric drive technology cluster and the intelligent wide-temperature range high-efficiency heat pump technology cluster improve the energy conversion efficiency of the entire vehicle, reduce thermal management energy consumption by 20%, reduce battery thermal management energy consumption by 25%, and increase the efficiency of low-temperature residual heat utilization by 30%, which significantly improves the energy utilization efficiency, reduces energy consumption, and contributes to the realization of low-carbon transport.

> Low Pressure-Exhaust Gas Recirculation (LP-EGR) Technology to Help Reduce Exhaust Gas Emission

BYD's low-pressure exhaust gas recycling technology is one of the key technologies for engine emission reduction and energy saving. Through the exhaust gas recirculation system, a small portion of the exhaust gas produced by the engine is re-fed back to the cylinders to dilute the combustion process and improve the engine's fuel utilization, helping to reduce the fuel consumption of the whole vehicle by about 2% and effectively reducing engine NOx emissions. BYD has widely applied this technology to the Han, Tang and Seal vehicle lines, which significantly improves the thermal efficiency of the engine, effectively reduces the exhaust gas temperature, and reduces vehicle exhaust emissions, providing strong support for the realization of a green and sustainable transport system.

> High-Efficiency Heat Pump Air Conditioning System to Reduce Energy Consumption in Driving

The heating energy consumption of new energy vehicles in winters is an important factor affecting range, and also constitutes an important part of energy consumption of passenger vehicles. BYD’ s High-Efficiency Heat Pump Air Conditioning System integrates various heat sources in an innovative manner. The system resolves such issues that the operating temperature range of traditional heat pump air conditioning is small, but the energy consumption is high. With the innovative waste heat recovery module, we greatly expand the operating temperature range, so that the heating capacity of heat pumps can increase by 15%, with the range of pure electric vehicles at low temperatures being improved by 14.5%. The High-Efficiency Heat Pump Air Conditioning System is installed in the BYD Denza series , which reduces energy consumption during low-temperature use by 12.4%, significantly reducing energy consumption during use and helping to achieve the carbon peak and carbon neutrality goals.

At the same time, we are committed to creating a greener and better way of mobility through our diverse product matrix, excellent range performance and superior manufacturing process. We focus on multi-party collaboration, join hands with industry partners, explore and practice in all aspects, and strive to provide practical solutions for the green transformation of global transportation, and jointly open a new chapter of global electric vehicle mobility.

> BYD Helps Green Transformation of Global Auto Mobility

In 2024, BYD continued to build partnerships in order to jointly promote the green transformation of global transportation. In the future, BYD will also insist on being driven by technological innovation and work together with more relevant parties to build a cleaner and greener world.

BYD and Uber Enter into a Strategic Partnership



BYD and Uber Entered into a Strategic Partnership

In July 2024, BYD and Uber entered into a strategic partnership, with plans to launch 100 thousand new BYD electric vehicles in key markets around the world to further expand the fleet of electric vehicles on the Uber platform, and to promote the popularity of electric vehicles and environmentally friendly mobility lifestyles.

BYD Became the Official Partner of UEFA U-21 2025

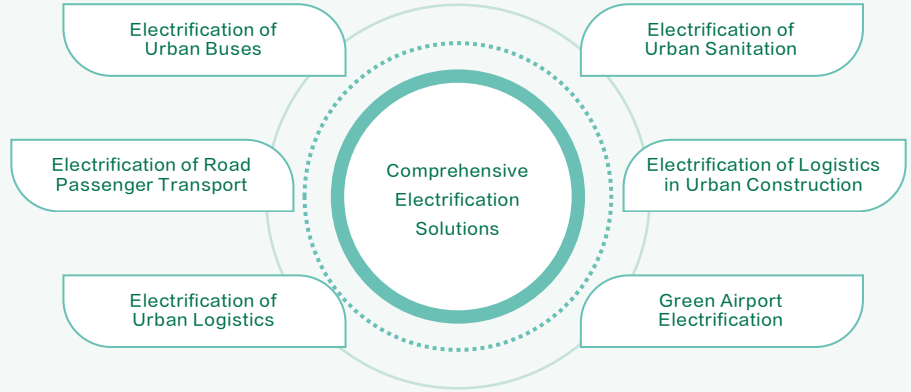


BYD Became the Official Partner of UEFA U-21

In December 2024, BYD announced that the Company became the official partner of the European Under-21 Championship 2025 (UEFA U-21), becoming the first new energy vehicle brand to continuously cooperate with the UEFA Cup and UEFA U-21. BYD will provide official cars during the UEFA U-21 in 2025, when European consumers will have a close look at the technical charm of new energy vehicles and the concept of green development.

◆ Electrification of Urban Mobility

In the field of commercial vehicles, BYD continues to lead the global new energy commercial vehicle industry change. At present, BYD commercial vehicle has laid out a variety of products in the field of electrification of urban mobility and urban logistics, realizing full coverage of 10 fields such as urban buses, cabs, road passenger transportation, urban commodity logistics, urban building logistics, urban sanitation, as well as warehousing, ports, airports, and mines, and constructing an all-round electrification solution.



BYD commercial vehicles is lighting up more green dreams around the world with its new energy technology. Through continuous technological innovation and breakthroughs, we have extended our commercial vehicle footprint to the world, covering more than 400 cities in more than 70 countries and regions on six continents. The highest mileage of BYD's pure electric buses has exceeded 590 thousand kilometers, creating a global record for the highest mileage of pure electric buses. In the future, BYD will continue to deepen its commitment to green technology, bringing more environmentally friendly and efficient urban electrified transportation solutions to the world, and work together to promote global green transformation.

> BYD BD11 Bus Leads the Green Transformation of Global Public Transportation



BYD BD11 Made Its Global Debut in London

In May 2024, BYD launched the BD11, a pure electric double-decker bus equipped with a next-generation Blade Battery bus chassis, in London, UK. BYD BD11 pure electric double-decker bus adopts the latest BYD core technology. The new generation of Blade Battery double-decker bus chassis integrates the battery with the frame, significantly reducing the weight of the vehicle and increasing the range, providing consumers with a clean and environmentally friendly public transportation option.

> BYD's Pure Electric Three-Axle Construction Vehicle Promotes Low-Carbon Transformation of Engineering Construction



BYD's Pure Electric Construction Vehicles

BYD's pure electric construction vehicles T25 and T31 focus on remote areas and bridge and tunnel construction, are committed to opening up the "last mile" of engineering construction, and shoulder the responsibility of energy conservation and emission reduction in the transportation field. The pure electric construction vehicles T25 and T31 are equipped with BYD Blade Batteries, which can effectively avoid the risk of battery thermal runaway. They are reliable and durable, and are quick to charge, greatly reducing charging time and meeting green and low-carbon needs. In addition, with the help of high-efficiency electronic control systems, the vehicles can accurately control energy consumption, improve energy utilization efficiency, reduce operating costs, and effectively demonstrate the green and efficient advantages, thus creating a model of green construction.

> BYD Light Truck T5 Series Provide Green Logistics Solutions



BYD Light Truck T5

As a new generation of new energy logistics vehicle product, BYD T5 relies on the BMC (Battery, Motor, and Electric Control Technology), equipped with high-safety Blade Batteries, high-efficiency special engine, and highly integrated high and low voltage electronic control system, to meet the transportation needs of the whole scenario of green logistics, and bring the overall solution for urban green logistics. Among them, the T5DM adopts high-safety and lightweight design, which not only ensures the stability and reliability of the body, but also takes into account the needs of efficient transportation, and the cargo box has a spacious volume of up to 18 m^3, which can carry more goods in one trip and effectively enhance the efficiency of logistics.

BYD Light Truck T5 series won a number of awards in the 9th China New Energy Logistics Vehicle Challenge (NEVC) in 2024. With its outstanding performance in energy saving, range, power and braking, the T5DM won the "All-Around Gold Award", fully demonstrating the product strength of BYD's light trucks in terms of environmental protection, energy conservation and super performance.

> BYD Forklift Empowers Green Factories



BYD Forklift

BYD forklift is committed to promoting the transformation and upgrading of the manufacturing industry with the core concepts of green, intelligence and innovation. In terms of intelligence, BYD forklift has launched a matrix of full-scene handling robots covering a wide range of types, such as Electric Reach Truck and Electric Stacker, to provide industries with full-process intelligent handling solutions from warehousing to transportation. In terms of green and low-carbon practices, BYD lithium battery forklifts are equipped with lithium iron phosphate batteries, and there is no heavy metal pollution during use, avoiding the exhaust pollution of traditional fuel forklift trucks and the acid fog emission of lead-acid batteries. At the same time, BYD lithium battery forklifts have significant energy-saving effects compared to traditional fuel forklifts, saving about 40% of energy consumption. With the in-depth development of intelligent manufacturing, BYD forklift will continue to empower the construction of green factories, inject green new energy power into the logistics industry, and promote the manufacturing industry to move towards sustainable development.

Green Energy

BYD has led the development of a new business model—"photovoltaic-storage integration" in the field of new energy, committed to the acquisition, storage and application of new energy, leveraging clean energy to change the world.

◆ Rechargeable Batteries

We have a full industry chain layout in the field of rechargeable batteries. With our 100% independent research and development, design and production capabilities, we are always committed to providing efficient, safe and reliable new energy solutions to global users. Our product layout includes nickel-metal hydride battery, lithium cobalt battery, lithium iron phosphate battery and ternary lithium battery, which are widely used in electronic products, electric vehicles, energy storage and other fields. We also drive development through innovation to promote green transformation of the global battery industry.

> BYD Batteries Empower a Green New Future



Integrated Battery For Construction Equipment

In 2024, BYD released three new construction machinery battery products, namely the integrated version, super hybrid version and fast charging version, to empower a new green future. Among them, in terms of energy density, the integrated version, as the world's first CTB battery for construction machinery, reaches a high level of integration of 320 WH/L, which can store more power in less space. In terms of service life, the integrated version has a long life span of 6 years and 35 thousand hours and the same life span as the whole machine, and the system cycle life is more than 7,000 times, which drastically reduces the frequency of replacement and improves the utilization of resources. All three batteries are equipped with high-safety LFP blade batteries, which not only ensures the safety of use, but also prolongs the overall lifecycle of the battery and reduces waste generation, thus helping the industry to develop in a green, efficient and sustainable way.

> BYD Boosts the Green Transportation of Lithium-Ion Batteries by Rail



The Launch Ceremony for the National Debut of the Railway Trial Operation

Railroad transportation of power lithium-ion batteries is faced with a lack of regulations, stringent safety requirements, special packaging regulations and many other problems. There is an urgent need for more efficient and environmentally friendly transportation solutions. To support the green transportation of lithium-ion batteries by rail, BYD has been preparing a special team since 2021 to focus on solving the challenges of railway transportation of power lithium-ion batteries. The team provides technical support for the formulation of transportation-related standards from multiple dimensions such as packaging design and product performance, and engages in full cooperation to complete key safety verification tests and other tasks. In November 2024, the national launch ceremony for the trial operation of the BYD power lithium battery railway was held in Chongqing, marking the beginning of a new era of lithium battery railway transportation. This initiative will significantly reduce the carbon emissions generated by road transportation of lithium batteries and provide a new green path for battery transportation.

> BYD Joins Hands with Global Battery Alliance to Lead the Green Transformation of Battery Industry

The Global Battery Alliance (GBA) is committed to building a sustainable battery value chain by 2030, and in November 2024, BYD completed a pilot supply chain map in the second round of the GBA's 'Battery Passport' pilot project by collecting, exchanging, and collating data on the source of materials, chemical composition, manufacturing history, and sustainability performance of the key minerals supply chain, ensuring the traceability of production data, and building an ESG scoring system for upstream and downstream companies. In the second round of GBA's "Battery Passport" pilot project, BYD collected, exchanged and collated data on the source of materials, chemical composition, manufacturing history and sustainability performance in the key mineral supply chain, completed the pilot supply chain map, ensured the traceability of production data, and constructed the ESG scoring system for upstream and downstream enterprises, so as to effectively manage the risks related to the sustainable development of the supply chain, and to help promote the fair, transparent and green development of the global battery value chain. In the future, BYD will deepen its co-operation with GBA and continue to help the global battery industry make green changes.

◆ Solar Photovoltaic

Adhering to the belief that clean energy brings opportunities, and navigated by China's Carbon Peaking and Carbon Neutrality Goals, we implement a vertical integration strategy. Specifically, we have a full coverage of the industrial chain including silicon wafer processing, battery cell and PV module manufacturing, and PV systems. We spare no effort to contribute to the harmony between mankind and nature and the global sustainability with high-quality photovoltaic products and sound photovoltaic system solutions.

In 2024

BYD Solar Power ranks **10th place** in the world in terms of financeable value in PV modules and has been listed among **the Tier 1 Global PV Module Manufacturers by Bloomberg** for many years.

We have introduced the all-in-one solution to ensure balanced power supply, and continuous and stable output of clean power. The solution is suitable for applications such as residential distributed photovoltaic, industrial and commercial distributed photovoltaic, large-scale terrestrial power stations, mutual supplementation between agriculture and solar energy, and mutual supplementation between fishery and solar energy. In order to promote industrial technological innovation and progress, we continue to increase our efforts in technological research and development and build new intelligent production bases. The new production lines can complete the production of high-precision modules and improve the performance of module products in terms of light absorption efficiency and environmental adaptability. At the same time, BYD Solar Power also promotes the performance upgrade of N-type photovoltaic products through the thinning of wafers, the update of silver paste technology, the iteration of adhesive film technology and other technological upgrading measures.

> HALO Series High-Efficiency Modules Realize the Double Breakthrough of High Efficiency and High Power

In 2024, BYD Solar Power debuted its HALO series of high-efficiency modules with HJT cell technology at the 17th International Photovoltaic Power Generation and Smart Energy Conference & Exhibition (SNEC). BYD Solar Power HALO series modules adopt advanced N-type high heterojunction technology, combined with SMBB technology, to achieve a bifacial rate of up to 95% with natural bifacial structure, and a module efficiency of up to 23.18%, with a maximum output power of up to 720W, which brings more power generation gain during the whole lifecycle and further reduces the LCOE, and realizes a double breakthrough of high efficiency and high power.



BYD Solar Power HALO Series High-Efficiency Modules

In addition, we implement the low-carbon concept throughout the production of solar modules, and improve the manufacturing process of photovoltaic products, thereby further reducing carbon emissions. At the same time, we have significantly reduced the cost of producing solar cells, making this cost similar to that of coal power. This accelerates the popularization of solar power, and drives clean energy to benefit more families, laying a solid foundation for a sustainable future.

> Low-Carbon Modules of BYD Solar Power Contribute to Low-Carbon Transition



Manufacturing Stage of BYD Solar Power

BYD Solar Power focuses on low-carbon and environmental protection throughout the entire lifecycle from the very beginning of module design. Through waste-free design and recyclable design, it optimizes material selection, uses recyclable or renewable materials, and promotes the application of environmentally friendly materials. In the supply chain, BYD cooperates with green suppliers to optimize logistics management, reduce transportation energy consumption and carbon emissions , and establish a long-term supply chain management mechanism to regularly monitor energy consumption and carbon emissions. In order to deal with the problem of "retirement" of PV modules, we actively explore the dismantling and recycling of discarded photovoltaic modules, and are committed to establishing a perfect product recycling and treatment system, strictly complying with the *European Union's Waste Electrical and Electronic Equipment Directive* (WEEE Directive), to ensure that photovoltaic products can be properly disposed of at the end of their service life. The main materials of photovoltaic modules such as glass, aluminum frames, solder ribbons, and battery cells can be recycled, and waste modules can be disassembled and processed through a variety of technical paths to ensure efficient use of resources.

BYD Solar Power Helps the South Africa to Solve the “Power Shortage”



BYD Solar Power

Coal is still the main source of electricity in the RSA. Traditional power generation methods are difficult to meet the country's electricity demand. Moreover, thermal power units often fail after reaching 30 years of service. For various reasons, there is a huge electricity gap in the South Africa. In order to solve the “power shortage” problem facing the South Africa, BYD Solar Power uses advanced photovoltaic technology to promote the transformation of the country's energy structure and provide green electricity to local residents. Taking the 86 MW large-scale ground power station as an example, BYD Solar Power supplies all photovoltaic modules for the power station. After the project is completed, the photovoltaic power station produces about 217 GWh of green electricity each year, which can be delivered to 87.4 thousand households of the South Africa, greatly alleviating the electricity shortage in this region. The project can also reduce carbon dioxide emissions by more than 180 thousand tons each year, which is equivalent to planting about 1.54 million trees.

Energy Storage

We focus on the technical research and development and promotion of energy storage systems and equipment, relying on advanced lithium iron phosphate battery technology, to establish a comprehensive coverage of power-side, grid-side, user-side and other application areas of the product, is committed to providing customers with full-scene, full-value, full-ecological solutions to meet the demand for energy storage, peak load shifting and frequency regulation, and promote renewable energy power generation and auxiliary services, to promote the global energy It also promotes renewable energy power generation and auxiliary power services, and promotes global low-carbon energy transformation, and works together to move towards a clean and sustainable future. BYD entered the field of energy storage as early as 2008, and is the earliest enterprise in China to lay out energy storage, and has now become a global leader in electrochemical energy storage, ranking in the first echelon of the global energy storage industry.

By the end of the reporting period

Our energy storage business had covered **110** countries and regions, with over **75** GWh of commercial operation experience in **350** energy storage projects and over 17 years of operation data support.

> BYD MC Cube Energy Storage System Leads the Way to a Low-Carbon Future



MC Cube Energy Storage System

In April 2024, BYD launched a new generation of cube energy storage system - MC Cube-T, which meets the new national standard GB/T 36276 and has a super capacity of 6.432 MWh. The "BYD MC Cube" energy storage system is equipped with blade batteries and adopts the world's first super-integrated CTS technology. The number of parts and components is reduced by 36%, and the space utilization rate is increased by 98%. It effectively implements the concept of low carbon and energy conservation, and has obtained the UL9540A international certification. The cube features superior safety, high energy efficiency, and ultra-long life. The cube can flexibly satisfy the whole-field scenario of power, grid, and user applications, and is suitable for various application environments such as deserts, Gobi, wilderness, hills, beaches, seas, severe cold, and high altitude, realizing the popularization and application of energy storage systems. Meanwhile, BYD MC Cube can maintain the stability of the power grid, improve the quality of electricity, and balance the production and consumption of electricity. With high-voltage cascade and grid-forming technologies, the cube structurally changes the form of energy storage and grid integration. In addition, the cube uses black-start technology to comprehensively safeguard the safety of the power system.



Green Operation

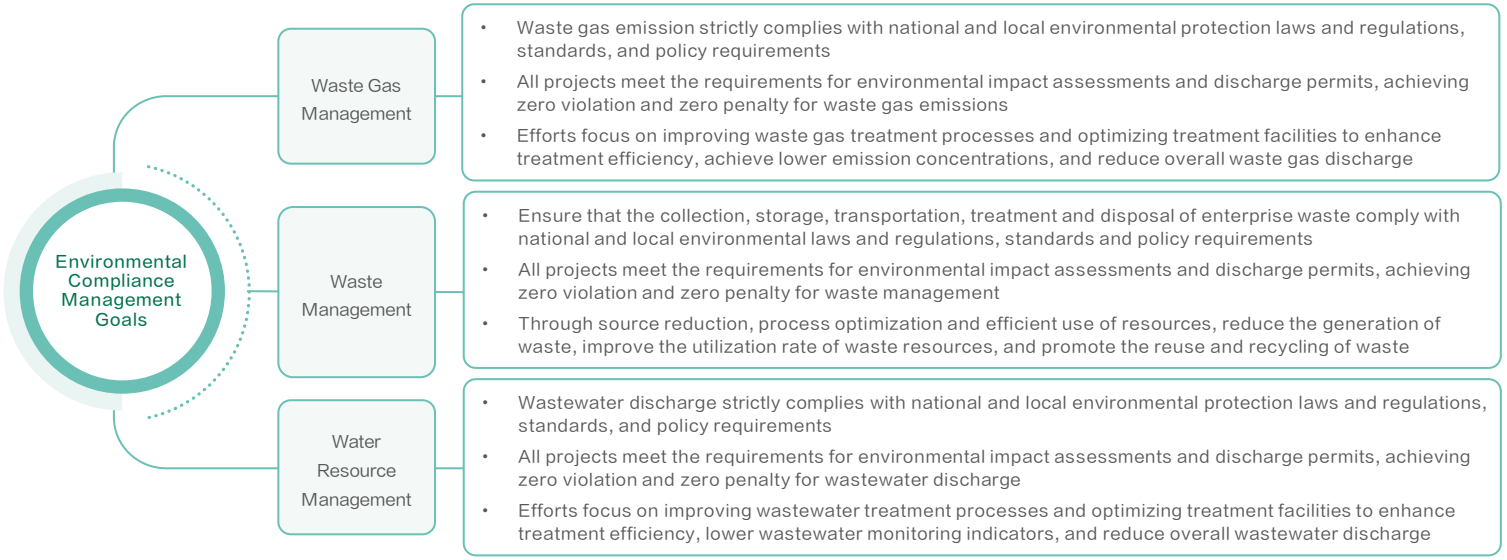
At BYD, we continuously improve our environmental management system and environmental management practices, so as to implement environmental management with high standards and strict requirements. In terms of policy management, we have formulated a number of internal management policies, such as the *BYD Environmental Management Policy* and the *BYD Energy Conservation and Consumption Reduction Management Procedures*, to standardize our environmental management efforts.

Regarding management structure, we have established a three-tier EHS committee framework composed of the corporate, regional, and business division levels, with the President of the Company serving as the head of the EHS committee. This structure enables a top-down approach to driving BYD's EHS management. Additionally, we continue to advance the development of our environmental management system. In 2024, BYD continued to promote its environmental management system, and our ISO 14001 environmental management system certification covers 24.90 percent of employees[10]. By the end of 2024, BYD had 6 national green factories and 2 national green supply chain management enterprises.

Environmental Management System

◆ Environmental Management Goals and Assessment

After fully considering significant environmental factors, we have set environmental compliance management goals that are measurable and evaluable. Measures to achieve these goals are embedded into our operational processes, driving continuous improvement in environmental performance. At the same time, performance assessment and reward and punishment measures are employed as key tools for enhancing our environmental efforts. We have developed the *BYD Safety and Environmental Protection Reward and Punishment Regulations* to guide employees through incentives and disciplinary measures, thereby strengthening environmental accountability. In 2024, we recorded zero environmental incidents and incurred no environmental administrative penalties.





[10] Coverage in proportion to the number of employees of the company as at 31 December 2024

Environmental Risk Prevention and Control

We have developed internal management policies, such as the *BYD Environmental Factor Identification and Assessment Measures* to proactively identify various environmental factors in our production and operation, and assess their impact on the environment. In addition, we have developed and improved corresponding risk control measures to effectively enhance our ability to manage environmental risks. To effectively address relevant environmental risks, we have developed comprehensive environmental emergency response plans. These plans cover the identification of environmental impact factors, risk factor inspections, hazard mitigation, and preventive measures. Clear procedures and countermeasures are outlined to ensure a swift and effective response in the event of environmental pollution incidents. Besides, regular emergency drills involving hazardous chemical leakage and industrial wastewater spillage are conducted to continuously improve employees' ability to address risks.

> Safety Training for Hazardous Chemical Burns and Leakage Drills

In May 2024, a safety training session for hazardous chemical burns and leakage drills was organized to establish an effective mechanism for emergency collaborative response within BYD factories. The training included pre-drill safety education, preparation of emergency supplies, simulation of incident scenarios, and emergency response procedures. These efforts aim to enhance employees' safety awareness and emergency response capabilities in handling unexpected incidents.

Publicity and Training on Environmental Protection

We place great emphasis on environmental education for employees. Every year, we actively organize a series of training sessions on topics such as environmental compliance management, waste reduction, and improvement of energy and water use efficiency. These efforts aim to enhance the environmental awareness and environmental management capabilities of all employees, driving continuous improvement in our environmental management performance.

In 2024

We organized a total of **3,747** environmental protection-related training sessions in the form of seminars, covering topics such as sustainability regulatory requirements, carbon management and target setting, biodiversity conservation, and environmental management compliance. The total training time reached **5,751** hours, with participation of over **260,000** employees.

> Environmental Training Sessions

Environmental Compliance Management Training

In June 2024, BYD held a corporate environmental compliance management training session, focusing on topics such as environmental compliance requirements and key aspects of corresponding management. The session also highlighted environmental risks with real-life cases of violations to raise awareness and emphasize lessons learned, so as to continuously enhance employees' environmental compliance awareness and practical skills. The session also aimed to help employees to better identify and manage environmental risks, thereby reducing potential environmental incidents.

Training on Waste Management

In December 2024, a hazardous waste management-focused training session was conducted for all employees. The training covered hazardous waste management policies, and the use of hazardous waste management ledgers and data analysis. These efforts were designed to enhance employees' capabilities in statistics and reporting of waste data, as well as their overall waste management skills.

Training on Energy Management

In 2024, we carried out a number of energy-related management training sessions, including energy-saving and low-carbon policies, green manufacturing system construction, energy management system and other related contents, to improve the energy-saving management capability of employees in all aspects, and to tap BYD's potential for energy conservation and consumption reduction.

Training on Water Resource Management

In 2024, we organized quarterly water resource management enhancement training for all employees to enhance their awareness of water conservation and improve their ability in water resource efficiency enhancement through different dimensions such as the current status of water resources and water conservation methods. In addition, we published water conservation and wastewater reduction related publicity contents on bulletin boards, electronic display screens and other platforms on a weekly basis, shared excellent cases of water conservation and experience and practices, and encouraged our staff to actively participate in wastewater reduction actions.

Environmental Compliance Management

BYD strictly abides by laws and regulations such as the *Environmental Protection Law of the People's Republic of China*, the *Law of the People's Republic of China on the Prevention and Control of Atmospheric Pollution*, the *Law of the People's Republic of China on Prevention and Control of Water Pollution*, and the *Law of the People's Republic of China on Prevention and Control of Environmental Pollution by Solid Waste a*nd other policies and requirements such as the *Plan for the Comprehensive Management of Volatile Organic Compounds (VOCs) in Key Sectors*. Besides, BYD has formulated and implemented environmental management policies such as the *BYD Solid Waste Management Procedures*, the *BYD Wastewater, Waste Gas, and Noise Emission Monitoring and Control Procedures*, and the *BYD Environmental Facility Operation and Management Regulations* to standardize the management of emissions.

In 2024

We invested approximately RMB **1.41** billion in the treatment of wastewater, waste gas, and solid waste.

The compliance rate for the discharge of these reached **100%**

Waste Management

BYD has clearly defined the management procedures for various types of waste and the responsibilities of the relevant departments. A comprehensive system for the classification, collection, storage, transportation, and disposal of waste is established to ensure that waste is classified, collected, labeled, and treated according to its category, so as to achieve more standardized management and more compliant disposal of waste.



Non-Hazardous Solid Waste Management

Our non-hazardous solid waste consists primarily of industrial waste, domestic waste, and worthless waste. We advocate for the reduction and resource utilization of waste. Therefore, we set up waste classification and treatment facilities and actively identify recyclable non-hazardous solid waste for reuse, minimizing the waste sent to landfills. Besides, to properly treat non-hazardous solid waste, we entrust third parties with the transportation, use, and disposal of such waste, and review their qualifications and technical capabilities to ensure strict adherence to pollution control requirements.

Hazardous Waste Management

Our hazardous waste mainly includes waste mineral oil, waste cutting fluid and waste activated carbon. We comply with the laws, regulations, and management requirements of the regions where we operate to collect, store, transport and dispose of hazardous waste. We collect and package hazardous waste according to the hazardous characteristics and maintain a hazardous waste management ledger. In addition, we label hazardous waste in accordance with local regulations, designate specific areas for storing different types of hazardous waste, and verify labeling information before storage. We adhere to the hazardous waste manifest system, entrusting qualified third parties with the transportation and final disposal of hazardous waste. We regularly review their qualifications and their transportation and disposal performance, so as to ensure the compliant disposal of such waste.

While ensuring the compliant disposal of hazardous waste, we actively explore and implement hazardous waste reduction measures. Through innovative waste management methods, we have formulated measures such as reducing overall hazardous waste generation and the amount produced in workshops.

> Hazardous Waste Reduction Projects

In 2024, we widely apply water-based waste solvent recycling technology in Shenzhen Shantou, Changsha, Zhengzhou, Hefei and other vehicle bases. The resin, color paste and other substances in the waste solvent are flocculated into large particles after the action of flocculants, and solid-liquid separation is realized by centrifuge. After the centrifuge is filtered by ceramic membrane and purified by ion exchange resin, the obtained solvent can be recycled in proportion with fresh solvent. The waste solvent recycling rate reaches 90%, and the amount of water-based fresh solvent is reduced by more than 60%.

Wastewater Management

Our wastewater originates mainly from domestic and industrial wastewater. To ensure effective treatment, we classify wastewater and adopt corresponding treatment measures based on its source and nature. Industrial wastewater is collected and treated according to a categorized and quality-based treatment plan within the industrial park's wastewater treatment system. Domestic wastewater is treated through septic tanks inside the park to ensure that all wastewater is discharged in compliance with relevant standards.

The wastewater treatment stations at BYD's primary operating sites use key treatment processes such as coagulation precipitation, dissolved air flotation, and biological denitrification and phosphorous removal. In line with our wastewater pollution monitoring system and inspection measures, we monitor key indicators such as pH levels, chemical oxygen demand, and ammonia and nitrogen content in wastewater on a regular basis. In addition, we have also established an online monitoring system to track wastewater discharge in real time, engaged third parties to carry out regular wastewater inspection, and actively invested in optimizing the wastewater treatment process to improve the quality of wastewater. These efforts ensure that wastewater discharge complies with the corresponding national laws, regulations, and standards. In addition, we have a wastewater emergency response plan in place to take measures to manage the risk of wastewater discharges. In the event of a wastewater leakage incident, we will immediately activate the emergency response plan and take control measures to prevent the spread of pollution.

Waste Gas Management

Waste gas emissions from our operations mainly originate from the manufacturing of automotive vehicles and components, battery, and electronics and fuel combustion in industrial production, including volatile organic compounds (VOCs), nitrogen oxides (NOx), sulfur oxides (SOx) and particulate matters (PM). To effectively alleviate the harm caused to the environment by waste gas emissions, we strictly comply with national and local laws, regulations, standards, and policy requirements related to waste gas management. We have adopted standardized waste gas treatment procedures and processes to ensure zero violation and zero penalty for waste gas emissions. We aim to enhance the effectiveness of waste gas management through comprehensive measures. We use the appropriate exhaust gas treatment process for different types of exhaust gases. For low-concentration, high-volume exhaust gas, we use zeolite rotor and thermal storage oxidation process for treatment; for high-concentration exhaust gas, we give priority to solvent recovery and use high-temperature incineration or catalytic combustion and other technologies for treatment.

Emission control at source

We have implemented water-based paint production lines in newly built automotive industrial parks and launched cleaner production projects in certain parks. By adopting paints with low- or zero-VOC content and strictly complying with national and local quality standards for VOC content limits, we aim to reduce air pollutants at the source.



Enhanced waste gas treatment

We have built advanced and efficient waste gas treatment facilities and applied appropriate treatment technologies to efficiently treat industrial waste gas. Regular maintenance and inspection of waste gas treatment facilities ensures the efficient operation of these equipment.

Strengthened waste gas monitoring

To manage waste gas emissions, we have implemented control measures for emission sources, such as enclosing equipment and workplaces, optimizing processes, and ensuring the effective collection of waste gas. In addition, we have set up a waste gas emission monitoring system for data management, with monitoring results reported on a regular basis.

In 2024, we continued to invest resources across our operations to upgrade facilities and equipment and optimize waste gas emission treatment, significantly improving our air pollutant control efforts and reducing overall waste gas emissions.

> Waste Gas Reduction Project

In 2024, we upgraded the waste gas treatment facilities at the Xi'an Caotang factory. After the project is completed, the annual VOCs emissions are expected to be reduced by 84.57%, and the VOCs emission concentration will be reduced by approximately 66.7%. In addition, we uniformly use catalytic combustion devices in the wax coating process , which is expected to reduce VOCs emissions by 30,535.6 tons per year compared to the activated carbon adsorption process previously used.

Noise Management

BYD strictly adheres to laws and regulations on noise management such as the *Law of the People's Republic of China on Prevention and Control of Environmental Noise Pollution* and national and local standards such as the *Emission Standard for Industrial Enterprises Noise at Boundary*. Moreover, BYD makes efforts to ensure noise emission from factories comply with environmental emission standards, thereby reducing and preventing noise pollution and harm. We have implemented technical optimization and upgrades for noise control around facilities, including ancillary structures, environmental protection facilities, air compressor stations, and cooling towers. Noise reduction measures such as sound insulation, noise cancellation, noise absorption, and vibration damping, have been applied to production equipment to minimize noise emissions. At the same time, we will formulate an environmental monitoring plan for the factory area and conduct noise testing at the factory boundary every year.

Chemical Management

BYD has developed and implemented the *BYD Hazardous Chemicals Safety Management Measures*, which specifies the management requirements for the procurement, transportation, storage and use of hazardous chemicals. This ensures all-round and all-process compliance of the management of hazardous chemicals.

Hazardous Chemicals Procurement Management

- Conduct regular supplier reviews to ensure that they have obtained qualifications such as licenses for the production and business operation of hazardous chemicals
- Verify the validity of the Material Safety Data Sheets (MSDS) provided by the suppliers

Hazardous Chemicals Management

- Develop an inventory management system for hazardous chemicals as well as a process for assessing the compliant use of hazardous chemicals to realize online monitoring of information on storage location, location of use, usage, and consumption of hazardous chemicals
- Realize online tracking of inbound and outbound movements of hazardous chemicals through the Hazardous Chemicals Storage and In-Out Inventory System and ensure the compliant use of hazardous chemicals through online ledgers

Hazardous Chemicals Inspection and Disposal

- Arrange regular inspections on hazardous chemicals by relevant management personnel and implement centralized disposal for expired or abnormal hazardous chemicals identified
- Establish a hazardous waste disposal system and require all relevant units to strictly dispose of end-of-life hazardous chemicals in a compliant and non-hazardous manner in accordance with the system, so as to minimize the negative impact on the environment

We carry out special and regular inspections of chemicals, investigate possible safety hazards in chemicals management one by one, and supervise and continuously follow up on the rectification of corresponding problems, so as to establish a sound long-term mechanism for the management of hidden hazards. In 2024, all business divisions conducted a total of 6,892 chemical inspections to continuously improve the level of chemical safety management. To effectively address chemical-related emergencies, we have established an emergency organizational structure and emergency plans for hazardous chemicals, so as to standardize the response procedures for hazardous chemical-related emergencies. Besides, we have prepared sufficient emergency supplies and organized regular emergency drills and relevant management training to ensure that employees at all levels are fully prepared to address hazardous chemical-related emergencies.

In 2024

We held **899** training sessions on hazardous chemicals and hazardous substance management, with over **60,000** participants.

Use of Resources

Energy Management

Energy conservation and consumption reduction are the core tasks in mitigating climate change. BYD strictly abides by the *Energy Law of the People's Republic of China*, the *Law on Energy Conservation of the People's Republic of China* and other relevant laws and regulations, continuously improves the energy management system, has formulated and implemented the *BYD Energy Conservation and Consumption Reduction Management Procedures*, which clarifies energy management responsibilities and standardizes management procedures in energy metering, energy-saving transformation, energy use, etc., and implements energy-saving reward and punishment mechanisms to strengthen energy use management and monitoring. We are committed to improving energy efficiency through both management and technical measures, continuously promoting ISO 50001 energy management system certification, and regularly conducting energy audits. Through field visits, and data collection and analysis, we comprehensively evaluate energy usage and further promote various energy management improvement work in a targeted manner. For more information on the Group's energy management, please refer to the *Carbon Neutrality Goal* section of this report.

Water Resource Management

BYD strictly abides by *the Water Law of the People's Republic of China* to continue to promote the efficient use of water resources during operation. During the year, we had no operating sites located in areas facing water risks or high water stress and did not encounter any problems in sourcing fit-for-purpose water.

We have developed a water-saving plan on a yearly basis under the principles of "water conservation, control of total consumption, planning on use of water, comprehensive utilization and focusing on efficiency", and continuously strengthen our water resource management efforts. We carry out water use assessment to determine the quota on water consumption for each unit based on their actual water consumption, and closely supervise their performance. Besides, we practice the water use philosophy of "reduction, recycling, and reuse" with the aim to optimize our water consumption structure. We also continuously enhance water-saving publicity, promoting the optimization of water resource management through measures such as posting promotional slogans and signs, and conducting water-saving training

Reduction

Water consumption is reduced in line with the water-saving plan. In addition, we use water-saving appliances, and maintain our water supply network, and water facilities, equipment and appliances regularly to minimize the chances of leakage.

Recycling

We recycle and reuse cooling water and condensate water. For example, at our factory in Thailand, we recycle air-conditioning condensate for use in cooling towers.

We have installed back-flow valves for overflowing water in the cleaning lines as well as reduced the number of overflow outlets to recycle cleaning water, so as to improve the efficiency of our use of water.

Reuse

We have established a reclaimed water reuse system to treat the domestic wastewater and industrial wastewater up to the standards and reuse the treated wastewater in the staff dormitory washroom, plant watering, and road cleaning.

> Industrial Water Reuse Project

In 2024 , we implemented several water management projects to conserve water and use water more efficiently:

We invested RMB 130 million in Huizhou to renovate the three wastewater treatment stations in the industrial park. For high-salinity and heavy-metal wastewater that are difficult to treat, we adopted efficient treatment technologies, including membrane systems. These efforts enabled the recovery of 60% of industrial water, with a minimum daily reuse capacity of 1,600m^3.

In Baotou, we implemented a sprinkler modification at our battery factory. By adjusting the distance between the sprinkler pipes and other equipment and reducing the flow rate of the nozzles, we significantly improved our water use efficiency, and can save approximately 140,412.34 tons of water per year;

At our Xi'an metal factory, we implemented a water-saving retrofit for the use of our curved polishing machines. By installing a multi-stage filtration system, we can achieve water recycling and save approximately 120,835 tons of water each year.

Circular Economy

In the process of promoting sustainable development, circular economy has become a key path for manufacturing enterprises to realize efficient resource utilization and environmental protection. BYD is actively exploring a green, circular and low-carbon development model, and is committed to creating a circular economic system with closed-loop resource flow and harmonious environmental coexistence.

◆ Sustainable Design

BYD implements the requirements of sustainable design, and reduces resource consumption in the process of product development, construction and operation through the optimization of technical routes, innovative research and development of lightweight materials, and sustainable building design.

In terms of technology route optimization, we have been able to increase product efficiency while extending module life and saving material usage by thinning solar cells, updating organic phase slurry formulations, optimizing process procedures, and increasing product power wattage. We innovate lightweight materials through the integration of multiple materials, such as combining lightweight thermoplastic composites with high-strength steel for the production of battery pack underbody shields, achieving significant weight reductions compared to conventional steel solutions. In addition, we actively develop and apply high-strength, high-formability steel, and innovatively develop carbon fiber composites and processes to replace heavier steel. At the same time, we incorporate the concept of sustainable development into architectural design. Through measures such as rainwater reuse systems, high-efficiency energy-saving air conditioning, and lighting energy saving, we create energy-saving and efficient buildings to achieve efficient use of resources and environmentally friendly development.

We always uphold the principle of lightweight, miniaturized, easily recyclable and reusable materials. During the product development phase, lightweight design is fully incorporated, and lightweight materials, including lightweight alloys, polymer materials, and composite materials, are extensively applied in vehicles. For instance, die-cast aluminum alloy is used in engine components (cylinder blocks, cylinder heads, and oil pans), battery packs, and heat exchangers, which accelerates the structural innovation and integrated design progress, driving the iteration of lightweight technologies for vehicles. In addition, cross-sectional shape designs for commercial vehicles, such as integrated frame assemblies, air duct sliding rails, and seat brackets, effectively minimize the use of scattered brackets, achieving weight reductions of over 100kg per vehicle.

Innovations and Applications of Lightweight Materials (Examples)[11]

R&D and application of high-strength steel	R&D and application of high-strength aluminum materials	R&D and application of carbon-fiber composites
Third-generation advanced high-strength steel (QP980-EL) is used to replace low-strength materials, achieving approximately 10% of weight reduction per unit.	The research and development and application of high-strength lightweight aluminum honeycomb new materials for underbody guard parts are expected to reduce weight by 0.5kg and improve impact resistance by 27%.	Applications of aerospace-class carbon fibre (T700-12K) to optimize the design of carbon fibre composite materials for automotive applications, such as front fascia, center channel, side enclosure, etc., with an estimated average weight reduction of 15%-20% for components.

[11] The above technology is applied to some BYD models

◆ Green Materials

Use of Circular Materials

BYD actively promotes the use of green recyclable materials, and adopts aluminum alloys with strong recyclability properties in a large number of metal parts to achieve metal recycling. For non-metallic parts, we are actively developing thermoplastic materials to replace thermoset materials to enhance the recyclability of parts.

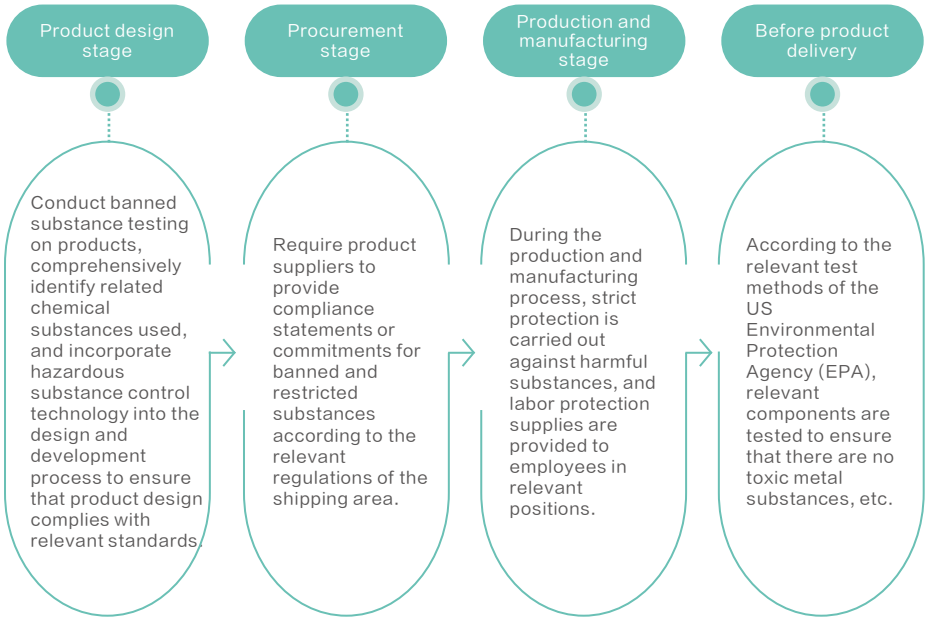
Many BYD models have outstanding environmental performance, and their material recycling rate exceeds the requirements of the EU ER Directive 2005/64/E℃, reaching the leading level in the industry. Specific data are as follows:

Availability and Recycling Rates for Selected BYD Models

Vehicle model	Reusability rate	Reusability rate
BYD YUAN UP	88.1%	97.7%
BYD SEALION 7	88.5%	97.7%
BYD SEAL 5	87.6%	98.0%
BYD Sea Gull	86.2%	97.5%

Control and Substitution of Hazardous Substances

Based on the concept of total life cycle management, BYD has built a hazardous substance control system covering the entire business chain to achieve industry-leading environmental compliance. We follow the *Measures for the Administration of Restriction on the Use of Hazardous Substances in Electrical and Electronic Products*, GB/T 30512-2014 *Requirements for Banned Substances in Automobiles*, and GB/T 19515-2023 *Requirements and Calculation Methods of Reusable and Recyclable Utilization Rates of Road Vehicles*, as well as integrates the *European Union ELV Directive 2000/53/EC, the EU Directive on the Restriction of the Use of Certain Hazardous Substances in Electrical and Electronic Equipment* (RoHS Directive) the *Registration, Evaluation, Authorization and Restriction of Chemicals Regulations* (REACH), the *Stockholm Convention* (POPs) and other overseas regulations on banned substances, to improve the whole-process control of products and materials in the areas of product design, purchasing, manufacturing and product delivery to ensure that hazardous substances are effectively controlled, and to provide safe and environmentally friendly products to consumers. We provide consumers with safe and environmentally friendly products.



BYD's Hazardous Substance Control Measures for Passenger Cars

Formulation of Hazardous Substance Management Policies

We formulate and dynamically update the *Requirements for Prohibited and Restricted Substances in Passenger Vehicles*, the *BYD's Prohibited and Restricted Substances in Passenger Vehicles and Recycling Management Regulations*, and pay attention to the updating of the industry's regulations in real time, so as to ensure that our internal management standards are always in sync with the latest global regulatory requirements.

Traceability and control of hazardous substances in raw materials

Suppliers are required to submit material composition data step by step through the industry's material data declaration system (CAMDS) to achieve data penetration at 4 levels of the supply chain (raw materials – components – assemblies – complete vehicles), and to submit third-party reports on the testing of hazardous substances in their products, so that hazardous substances can be traced back based on the supply chain.

Establishment of Hazardous Substance Testing Laboratory:

We have built our own CNAS-accredited hazardous substance testing laboratory equipped with ICP-MS, GC-MS and other equipment, which covers 100% of the hazardous substance testing capabilities required by the national standard for lead, mercury, cadmium, hexavalent chromium and other hazardous substances, and we are actively developing and establishing the testing capabilities for o-phenylene plasticizers, polycyclic aromatic hydrocarbons (PAHs), short-chained chlorinated paraffins (SCCPs) and other forward-looking hazardous substances of international concern. Testing Capability

> Lithium Iron Phosphate Battery for Lead-Free Vehicles

BYD invented the world's first 12V lithium iron phosphate battery, with small size and light weight. Compared with lead-acid battery, lithium iron phosphate battery only weighs 2kg. With long-life technologies such as new coated graphite, lithium preinsertion, and high-stability electrolyte, the battery can be charged for more than 3,000 times and has up to 15 years of service life. This can help improve fuel economy and increase the range of electric vehicles.

Lithium iron phosphate starter batteries replace traditional lead-acid batteries, realizing lead-free starter batteries, solving the biggest bottleneck problem of lead content reduction in automobiles, and promoting the development of lead-free technology for the whole vehicle, which is in line with the global common pursuit of environmental protection and sustainable development.

We continue to improve the management performance of hazardous substances by optimizing process methods, elimination and replacement, and provide regular training programs to employees with the aim to enhance their awareness of prohibited substances and improve hazardous substance management capabilities across the Company.

> Training on Hazardous Substance Management

In 2024, we conducted 3 themed training sessions, including *Compliance Introduction for Prohibited and Restricted Substances on Automobiles*, reaching more than 1,000 people. These training sessions further enhanced employees' understanding and awareness of raw materials such as hazardous substances and strengthened their understanding of their own control responsibilities through detailed explanations of compliance requirements for hazardous substance management.

In addition, we actively advance the certification of hazardous substance management systems to ensure product safety and environmental compliance. Notably, Shanghai BYD Company Limited is certified to the IECQ QC08000 standard for Hazardous Substance Management Systems, and the Consumer Battery Testing Center of Shanghai BYD Company Limited, Pingshan Inspection Center, Kengzi Inspection Center are certified to the ISO 17025 standard for Testing and Calibration Laboratories.



IECQ QC08000 Hazardous Substance Management System Certification



ISO 17025 Testing and Calibration Laboratories Certification

◆ Recycling

In terms of green recycling, BYD is actively transforming its business operation model and making every effort to open up the recycling chain of recyclable materials. We have established relevant management systems, such as the *BYD Recycled Resources Sales Management Notice*. Based on material types, we categorize the materials into 10 major recyclable resource groups. We also implement refined management of materials to ensure the effective management of resource recycling. At the same time, we have also established a perfect waste recycling system and cooperated with professional recycling enterprises to classify, recycle and reuse the waste generated in the production process, so as to realize closed-loop management of resources.

Vehicle Material Recycling

BYD focuses on the field of resource recycling and continuously strengthens the recycling of vehicle components. In order to achieve efficient reuse of resources, we have built our own recycling line to recycle the waste aluminum generated internally and from automobile dismantling, which is recycled and applied to the production process of aluminum body parts under the premise of guaranteeing the quality of the products, thus successfully constructing an internal recycling ecosystem. In 2024, we continued to promote the recycling of scrap aluminum. The amount of scrap aluminum recycled increased from 20,239.26 tons in 2023 to 162,178.73 tons, with a growth rate of 701.20%. Among them, the amount of scrap aluminum recycled from vehicle parts (such as motor housings) reached 103,418.32 tons, accounting for 63.8% of the total recycling volume. In the future, we will continue to increase investment in resource recycling, deepen cooperation with upstream and downstream companies, explore more innovative recycling methods, and contribute to the realization of a greener, low-carbon, and sustainable automotive industry.

Power Battery Recycling

We actively develop the power battery recycling business. We have built a complete end-to-end industrial chain within our own ecosystem, which includes "battery production - vehicle manufacturing - battery recycling - echelon use - recycling". This initiative has effectively extended battery lifecycles and contributed to the development of the circular economy.





In terms of recycling channels, we have set up centralized storage sites in industrial parks across the country. We have built an extensive and well-functioning battery recycling network supported by an efficient and robust logistics system to ensure timely and efficient recycling of retired power batteries. For overseas retired batteries, we collaborate with international recyclers under recycling agreements to manage the collection and processing of such batteries.

Additionally, we maximize the residual value of power batteries by promoting their echelon use. We have set up production bases for echelon batteries, where recycled power batteries are reprocessed into echelon battery products. These are widely used in many fields such as energy storage power stations, backup power systems, and solar-powered street lights, achieving high-value utilization of batteries. We also maintain comprehensive records and tracking of echelon battery information to ensure product quality and application traceability, thereby providing strong guarantee for product safety and compliance.

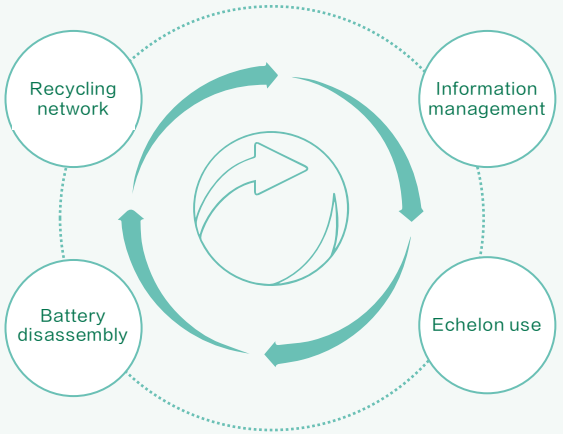
In terms of evaluation and screening, BYD's recycling factories dismantle and assess retired batteries, selecting appropriate methods for comprehensive utilization of the batteries. By virtue of the core technology brought by the closed-loop value chain, the recycling factories have achieved efficient and refined dismantling and recycling. In addition, we have entered into cooperation with recycling whitelisted companies in dismantling and recycling to improve the quality and efficiency of dismantling.

By the end of the reporting period

BYD had set up **2** battery recycling factories, which recycled over **10,000** tons of power batteries.

To ensure the effective recycling of power batteries, we have also established a battery recycling program and recycling implementation procedures. Once the department responsible for battery recycling confirms the customer's recycling request, the batteries undergo on-site technical inspections and registration before being transported to warehouses for record-keeping and temporary storage. Upon receiving the recycling record information, the department responsible for battery recycling commissions recycling factories to receive the batteries, record the recycling information, and proceed with recycling or environmentally friendly disposal. We place great importance on product traceability. We meticulously record and track the full lifecycle of echelon products, from the recycling source to their final applications, in accordance with relevant requirements. This ensures product quality and application traceability, thereby providing a strong guarantee for product safety and compliance.

Recycling Solutions



Recycling Program

At the same time, we are actively promoting the development of battery recycling with practical actions. In 2024, we participated in key projects led by the State Grid Henan Electric Power Company, such as the *Research and Demonstration of Safety Application and Control Technology for Echelon Use of Battery Energy Storage System*, to help promote the research and application of echelon use technologies. On the basis of establishing BYD's own echelon use standard system, we also actively participate in the formulation of relevant government recycling policies and regulations, such as the *Industry Standard Conditions for Comprehensive Utilization of Waste Power Batteries of New Energy Vehicles* issued by the Ministry of Industry and Information Technology and the *Lithium-Ion Battery Recycling Management Measures planned to be issued* by the State Council. By contributing our valuable experience and professional wisdom accumulated in the field of battery recycling, we will help the battery recycling industry develop in a more standardized and efficient direction.

Green Packaging

We continue to promote the widespread use of green packaging in manufacturing and transportation, and actively carry out packaging material recycling projects. Special recycling areas are set up for material packaging boxes, cartons, foam boxes, etc. to achieve 100% recycling of related materials. We actively work with suppliers to promote the use of recyclable materials in the production of packaging materials such as cartons. In terms of material substitution, we replace single-use materials with durable, reusable, and space-efficient packaging materials, enabling the circular use of packaging materials.

> Expanding the Use of Recycled Packaging

In 2024, we adopted reusable European Standard Containers (EU boxes), boarding boxes, and plastic pallets to replace cardboard boxes, wooden crates, and wooden pallets. This initiative effectively reduced the consumption of packaging materials, saving a total of 324.8 tons of cardboard boxes and 295.2 tons of wooden crates.



Biodiversity Conservation

Biodiversity forms the foundation of life on Earth and serves as a vital natural resource for human survival and development. BYD is keenly aware of the urgency and importance of biodiversity conservation. At BYD, we strictly comply with national and local laws and regulations on biodiversity conservation. Besides, we have formulated and issued the *Declaration on Biodiversity Conservation* and *Declaration on No Deforestation*, committing to following the principle of eco-friendliness in our production and business operations to minimize disruption to and destruction of ecosystems. BYD has designated the top management or the Board as the highest decision-making body for biodiversity conservation, which is fully responsible for providing strategic guidance and oversight of conservation efforts. This ensures that all biodiversity conservation initiatives align closely with the Company's development strategy and meet the requirements of social and environmental sustainability.

To strengthen biodiversity protection, BYD tries to avoid building factories in sensitive areas such as nature reserves during the site selection phase for factory construction, and gives priority to areas that have already been developed to reduce damage to the natural environment. At the same time, before building the factory, we will conduct detailed ecological assessments and species surveys in the construction area to evaluate the impact of the construction project on the local ecosystem and formulate targeted protection measures. At the same time, we monitor the discharge of wastewater, waste gas, etc. in real time during the later operation process to ensure that the emissions meet the standards and do not affect the local ecological environment.

We have also actively organized a variety of biodiversity conservation activities. For instance, the Xi'an event focused on the "Four Treasures of Qinling Mountains", aiming to enhance public awareness of biodiversity and protect rare species through scientific exploration and ecological education. In Hefei, we drew attention to the unique species of the Yangtze River, raising public awareness of ecological conservation in the Yangtze River Basin. In Pu'er, we concentrated on tracking Asian elephants and conducting tropical rainforest ecological surveys, calling on society to participate in biodiversity conservation efforts.

> The BYD CLUB "Light Chaser" Program in Xi'an

In 2024, the "BYD CLUB Light Chaser Program" carried out a public welfare activity for wildlife conservation in Xi'an. The event centered on protecting the "Four Treasures of Qinling Mountains"—the giant panda, golden monkey, crested ibis, and takin. This initiative combined scientific exploration with ecological education, allowing participants to gain first-hand knowledge of the living conditions of these rare species and raise their awareness on biodiversity through on-site investigation and in-depth research. The program also included ecological education. Through expert knowledge sharing and interactive experiences, participants enhanced their knowledge of the rare species of Qinling Mountains and the ecological environment they live in. These efforts further underscored the importance of environmental protection. Through this journey to Qinling Mountains, we shared our commitment to public welfare and sustainable development with a broader audience, inspiring the public to care about and engage in environmental protection. Together, we aim to build a future of harmonious coexistence between humans and nature.





The BYD CLUB "Light Chaser" Program in Xi'an

03

A LEGACY OF CRAFTSMANSHIP FOR QUALITY EXCELLENCE

With the mission of “Technological Innovations for a Better Life”, BYD provides customers with intelligent, safe and green products and services through technological innovation, and strives to make every technological outcome exceed customers' expectations with the craftsman spirit. Our dedication to product quality and safety is reflected in the strict quality control of every aspect of the product life cycle. Adhering to responsible marketing, we win customers’ trust with honesty and transparency. Upholding the core concept of "customer first", we optimize the service standards and measures of the whole sales process to ensure that customer demands are fully responded to, enhance customer experience, honor our commitments to customers with practical actions, and strengthen the cornerstone of trust between us and our customers with quality deliveries and excellent services.

Targets and metrics in this chapter:

SDGs



HKEX ESG Reporting Code

GD-B6，KPI-B6.1，KPI-B6.2，KPI-B6.3，KPI-B6.4，KPI-B6.5

SZSE Guidelines

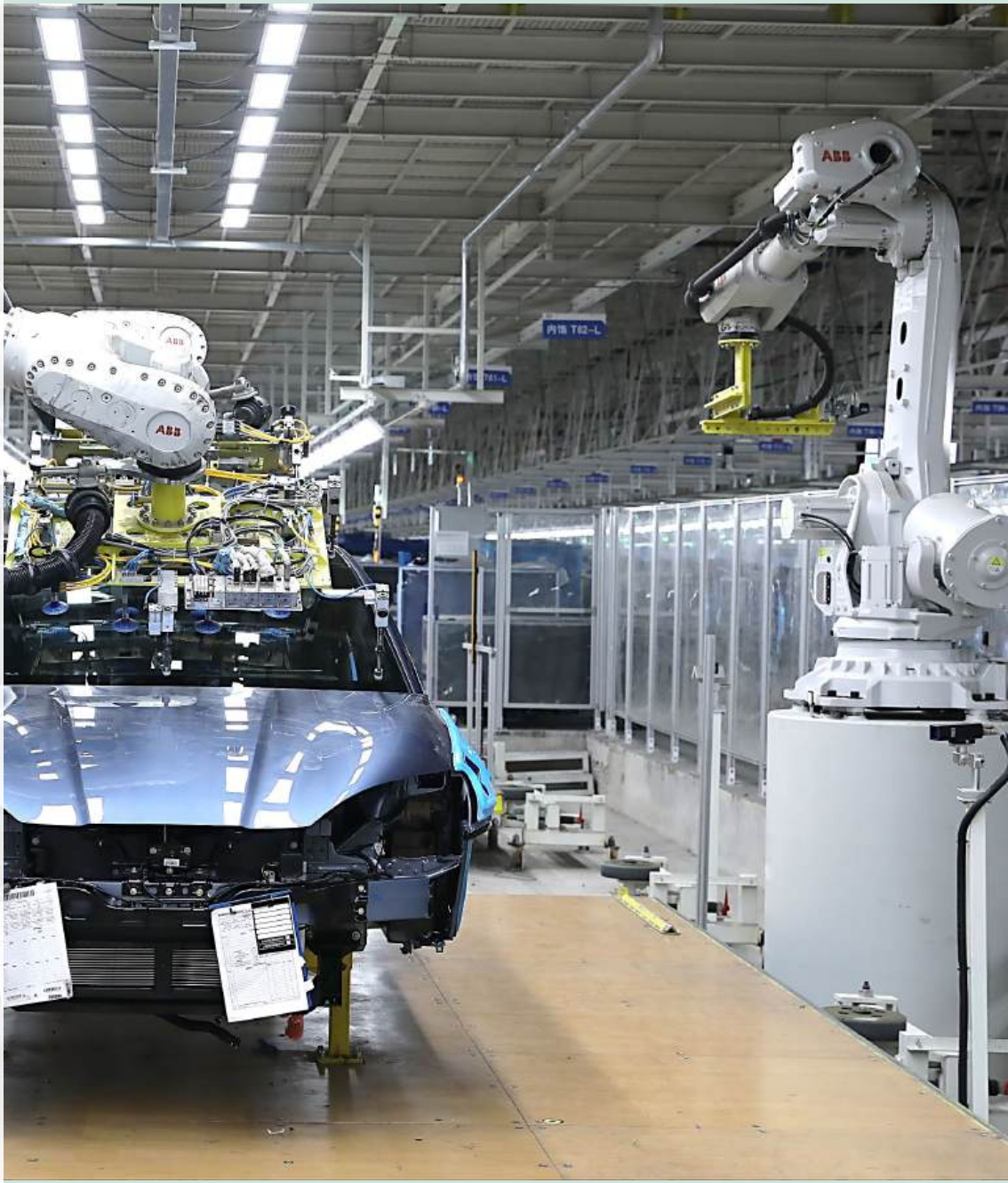
Innovation-driven, Technology Ethics, Product and Service Safety and Quality, Data Security and Customer Privacy Protection

ESRS

S4-1，S4-2，S4-3，S4-4

GRI Standards

2-24，3-3，416-1，416-2，417-1，417-2，417-3，418-1



Technological Innovation

BYD takes "Technology Based, Innovation Oriented" as its core development philosophy, and regards innovation as the fundamental driving force for the sustainable development of the enterprise itself and the human society. We are committed to creating a vibrant R&D environment and establishing a fair incentive mechanism, so that every employee can give full play to his or her innovative talents. We constantly pursue technological breakthroughs and transform our longstanding efforts into a series of research and development results, using disruptive technologies and cutting-edge technologies to generate new industries, new modes, new kinetic energy and develop new productivity, so that the development of science and technology can serve everyone's life, realize the concept of science and technology affirmative action of "Good Technology for All", and allow more people to participate in the creation and application of science and technology, and promote the development of the human society. It will also enable more people to participate in the creation and application of science and technology, and promote the generation of more innovative ideas and solutions in society.

Innovation Platform Development

BYD understands the importance of innovation platform construction, and takes innovation as the DNA of the Group. Aiming to satisfy the needs of the public, BYD strengthens its technological decomposition and closed-loop R&D capability in accordance with the idea of "exploring one generation, stockpiling one generation, and mass-producing one generation", and continuously updates and iterates to provide customers with the ultimate experience, and at the same time, outputs innovative solutions for the industry and the society. Solutions. We continue to explore and lead the intelligent development of the global automotive industry, deeply integrate cutting-edge technology with the automotive industry, and steadily build up a solid foundation in technology research and development, talent training, and industry chain construction.

We have set up a total of 11 research institutes covering a wide range of fields such as basic science, automotive engineering, new automotive technology, electronic technology, etc. We have achieved independent research and development of core technologies for the whole new energy industry chain while deeply engaging in basic scientific research. We also continue to flexibly adjust the organizational structure of each research institute based on the technological development requirements. In the current year, BYD merged the Intelligent Driving R&D Center, the Intelligent Cockpit Software and Hardware R&D Center and other departments to establish the “Intelligent Technology Research Institute”. This move further integrates the Company's human, financial and material resources for innovation and R&D.

To flexibly respond to ever-changing customer demands, we have built a dynamic technology ecosystem called “BYD Technology Pool”. This ecosystem is designed to reserve core technologies of the new energy vehicle industry chain, such as batteries, motors, electronic controls and automotive-grade chips. Moreover, we further incubate more intelligent application services to provide new ideas and technical support for the digital and intelligent development of the industry and even society.



◆ R&D Talent Reserve

Innovative R&D talents are the driving force for BYD to achieve technological breakthroughs and product iterations. BYD's Engineer Team consists of more than 120,000 R&D personnel from 50 professional fields including electronics, machinery and electronic information, and provides strong impetus and wisdom for our innovative development. The pool also offers strong support for BYD's exploration and breakthroughs in cutting-edge technologies, thus helping the Group to maintain a leading position in future technological competition. We have formulated internal policies such as the *BYD Patent Management Policy* and the *BYD Patent Reward and Penalty Management Policy*. By adopting an attractive R&D incentive mechanism, we encourage employees to actively explore and innovate, thereby expanding our R&D talent team.

We have developed a talent reserve plan for R&D managers and established a life-cycle management system covering the selection, training, appointment and assessment of key R&D talents. This system aims to comprehensively improve the overall quality and business capability of the R&D manager team, thus meeting the growing R&D demands.

> Launch the High-potential Talent Training Program "Diying Program"

The "Diying Program" focuses on the comprehensive training of core R&D technical talents, not only focusing on cutting-edge technology training, project practice and cross-departmental communication and collaboration, but also emphasising the importance of staying close to the market demand and connecting with the resources of the shop. Through the construction of a set of full-process, systematic training mechanism, to create composite technology R&D talents with international vision, cross-cultural communication and collaboration skills, and able to solve cross-disciplinary problems.The training programme includes a module on market insight and rapid response to customer needs, which not only shortens the R&D cycle, but also ensures that the R&D team is able to accurately capture customer needs, so that market orientation can be incorporated into the design and development of the model project and the market competitiveness of the product can be enhanced.

In addition, the "Diying Program" also encourages R&D personnel to innovate in the field, strengthens their innovative thinking and leadership, and provides a solid talent guarantee for BYD's continued leadership in key areas such as the development of core technologies for new energy vehicles and the development of intelligent driving systems, which will reserve high-quality human resources for the future and accelerate the pace of corporate innovation. We have set up a team that covers market insight, intelligent driving system development, and other key areas.We have set up an internal communication platform covering modules such as market insights, technical exchanges, product experience sharing and systematic problem solving, aiming to promote exchanges and co-operation among R&D personnel, accelerate the transfer of knowledge and accumulation of experience, and promote the formation of a good learning atmosphere and teamwork spirit.In addition, we actively support R&D personnel to participate in external academic exchange and cooperation projects, and select and send outstanding R&D personnel to participate in international academic conferences and technology exhibitions every year to communicate and discuss with global counterparts, and broaden their international horizons.



Innovative Ecological Construction

Based on years of R&D experience and enhanced innovation capability, BYD has widely applied innovation achievements in various fields of society through both independent innovation and cross-industry cooperation. This accelerates the construction of a green and intelligent future society.

From the perspective of its own product innovation, BYD has launched a vehicle intelligence strategy, creating the industry's first dual-cycle multimodal 'XUANJI' AI model, which for the first time applies artificial intelligence to the entire field of the vehicle and incubates many innovative functions such as the Road Preview, e^4 Parking, e^3 Parking, and Stability Control for High-speed Tire Blowout, etc., which significantly improves driving convenience and safety to give users an unprecedented intelligent travel experience through technological innovation. Through technological innovation, we have greatly improved driving convenience and safety, bringing users an unprecedented intelligent travel experience. On this basis, we have created the functions of Moose and unmanned leap to show the excellent performance and intelligent control ability of the vehicle under extreme conditions; we have deeply dug into the potential of the integration of intelligence and electricity, focusing the high level intelligent driving of the God' Eye, constantly breaking through the technological heights of the intelligent driving, and promoting the popularity of the application of innovative technologies in people's lives.

With the world's largest new energy vehicle manufacturing system, BYD is committed to driving the development of the entire upstream and downstream industrial chain, further accelerating the popularity of Smart Driving. In terms of environmental protection, we continue to launch new energy products and services, integrating cutting-edge materials and intelligent technologies to significantly improve product life and Technology Based, Innovation Oriented significantly reduce energy consumption, leading the new trend of green mobility, and helping customers easily integrate into a low-carbon lifestyle. At the same time, we have repeatedly broken through tradition in industrial design, winning wide market recognition for our innovative exterior styling and comfortable interior design, and continuously improving our design level.

From the perspective of leading innovation through cross-border cooperation, BYD has always maintained an open and cooperative attitude, actively joining hands with partners from all walks of life, gathering diversified wisdom and cutting-edge technologies, digging deep into the potential of AI, big data and other digital technologies, and incubating a series of innovations to give cars the ability to think and learn, and make driving smarter and safer.

Through in-depth cross-border collaboration and opening up industry barriers, we are committed to integrating advantageous resources in different fields, promoting the advancement of intelligent technologies such as intelligent cockpit and intelligent driving, and facilitating the technological cooperation and innovation between new energy vehicles and mobile phones, the Internet and other industries, so that the car is no longer confined to the attribute of 'transport', and is gradually transformed into a vehicle that integrates intelligent technologies and brings benefits to our customers. It will gradually transform the car into an intelligent terminal that integrates intelligent technology and brings customers a brand new travelling and living experience, injecting innovative vitality into the development of the industry, driving the iterative upgrading of the industry, and driving the society in the direction of intelligence and internet connectivity, and continuously expanding the unlimited possibilities of the travelling ecology.

In the future, BYD will continue to uphold the attitude of cooperation and openness, and industry partners hand in hand, together to promote China's smart driving to a higher level, leading the automotive industry intelligent revolution, and create a technological, green tomorrow.



BYD Dream Day introduces new technologies



'XUANJI' Intelligent Architecture

> BYD’s FANGCHENGBAO Cooperates with Huawei Qiankun Intelligent Driving to Open a New Era of Global Hardcore Intelligent Off-road Vehicles

BYD's FANGCHENGBAO has signed a cooperation agreement with Huawei in Shenzhen to conduct in-depth joint research and development on intelligent driving for BYD’s FANGCHENGBAO brand. The first product focuses on the BAO 8 model equipped with Huawei's Qiankun ADS 3.0, aiming to create the world’s first exclusive off-road hardcore intelligent driving solution and open a new era of global hardcore intelligent off-road vehicles.

On 12 November 2024, BYD's FANGCHENGBAO put the BAO 8 model equipped with Huawei's Qiankun ADS 3.0 onto the market through joint efforts of FANGCHENGBAO and Huawei. Huawei's Qiankun Intelligent Driving ADS 3.0 first adopts a safety-first, end-to-end network architecture that brings a more human-like, safer, and more efficient driving experience. In terms of safety, ADS 3.0 has upgraded the forward, lateral and rear collision avoidance capabilities. It allows higher braking speed and shorter braking distance, and supports collision avoidance in case of accidental throttle. This enables users to conserve their energy and travel without worry, while providing users with a high-level intelligent driving experience.

The collaboration between BYD and Huawei to develop the FANGCHENGBAO intelligent driving solution represents a joint venture into the exploration of intelligent driving solutions for personalized new energy vehicles. This partnership is committed to achieving the intelligent transformation of off-road vehicles and advancing the development of hardcore intelligent driving in China.



BYD Signed A Cooperation Contract with Huawei



BYD FANGCHENGBAO

> BYD Partners with OPPO to Explore a New Era of Integration between Mobile Phones and Vehicles

In 2024, BYD and OPPO introduced the first joint product, the “Phone-Car Connectivity” system. This has been available through an OTA update for the DENZA Z9GT model and compatible with OPPO Find 8 smartphone series. DENZA Z9GT, equipped with the “Phone-Car Connectivity” system, will offer users a series of innovative features that integrate the intelligent experience into users' daily life. These include mirror mode, privacy mode, application continuation, seamless navigation handoff, voice-controlled vehicle commands, and vehicle departure safety reminder. The songs you listened to on your phone before getting in the car can be played again without interruption in the car; if you forget to lock the car, you can also get safety reminders, and you can remotely lock the car, turn on the air conditioner, and other operations through the negative one screen card or mobile phone voice.

The cooperation between BYD and OPPO will promote the deep integration of mobile phones and vehicles in various car usage scenarios. Both parties are committed to creating an intelligent car experience and leading the industry development into a new stage.



BYD Signed a Strategic Cooperation Contract with OPPO



Phone-Car Connectivity Function Illustration

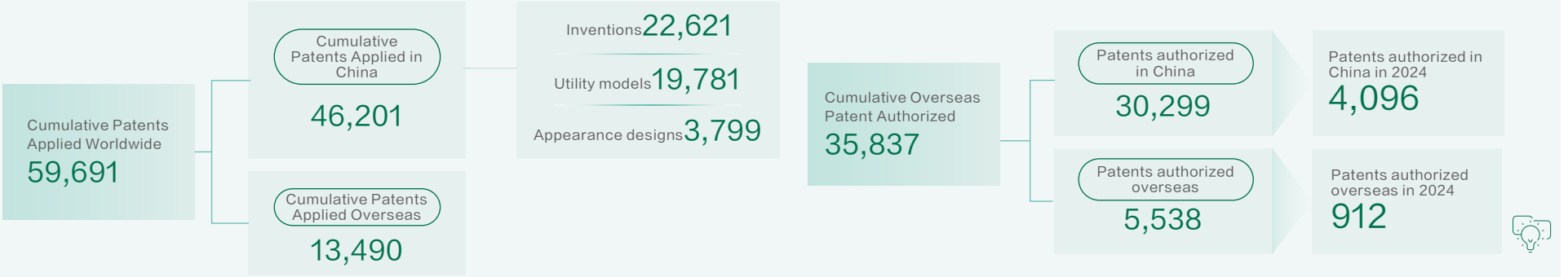
Intellectual Property Protection

Intellectual property is a core competitive strength for BYD and an "essential requirement" for innovative development. We value intellectual property protection. Following the Patent Law of the People's Republic of China, the Trademark Law of the People's Republic of China and other laws and regulations relating to intellectual property rights in the place of operation, we resolutely safeguard our own intellectual property rights and fully respect the intellectual property rights of others. We have established an efficient intellectual property management system by fostering protection awareness, formulating rules and regulations, and innovating management models. The Group has established a long-term mechanism for the application, management and utilization of intellectual property rights, to ensure the systematic and coherent work on intellectual property rights. We have formulated a series of policies, such as the BYD Patent Application Procedures, the BYD Patent Classification Measures and the BYD Patent Layout Management Regulations. These policies are designed to standardize the Company's intellectual property management in all aspects of intellectual property creation, protection and utilization. In this way, we can realize the layout and protection of the whole chain of intellectual property rights, accumulate intellectual property rights through innovation, and protect and promote innovation through intellectual property rights.

We continue to optimize the management system for intellectual property rights. This system enables us to manage intangible assets such as patents, trademarks and copyrights throughout their lifecycle, thus ensuring the security and integrity of the Group's intangible assets.

After undergoing the initial accumulation of patents, the improvement of patent quality and patent layout, the Company has entered the stage of high-value patent work, focusing on the improvement of patent quality and the exploration of high-value patents. By guiding R&D departments to carry out in-depth, multi-dimensional and all-round technological innovation, the teams expect to explore and lay out a better and higher-value patent portfolio, and realize the creation and application of high-value patents.

By the end of the reporting period



We actively foster a culture of intellectual property protection by conducting training and organizing exchange activities. These initiatives are designed to enhance the awareness and ability of all employees on intellectual property protection. In 2024, BYD held 102 intellectual property training sessions. In addition to providing basic intellectual property knowledge such as preparation of patent technology disclosure form and patent searches to employees, we have also expanded our courses to advanced training on high-value patent development and patent layout strategies. The total training hours reached 167 hours, covering over 5,100 employees.

> "4.26 Innovation for the Future" Intellectual Property Protection Publicity Activity

On April 26, World Intellectual Property Day, BYD organized the "4.26 Innovation for the Future" intellectual property protection publicity activity for all R&D personnel of the Group. BYD invited R&D personnel to learn and discuss the excellent ideas and practical cases of high-value patents, to improve their awareness and ability of intellectual property protection. The event attracted more than 300 representatives of R&D personnel both offline and online, achieving effective dissemination and promotion of intellectual property protection concepts and practical knowledge.

Industry Development Support

In pursuing sustainable development, BYD also vigorously supports industry development. We actively formulate various standards, deeply participate in the operation of industry organizations, and enthusiastically attend industry exchanges. Through in-depth exchanges with industry leaders, we build a solid cornerstone for industry standards and jointly promote the high-quality development of the new energy industry.

Extensive Efforts in National Standards

Focusing on the electric vehicle segment, we have led the formulation of national standards for new energy vehicle product access such as GB/T 18487.5-2024 *'Electric vehicle conductive charging system—Part 5: DC charging system for GB/T 20234.3' and* GB/T 27930.2-2024 *'Digital communication protocols between off-board conductive charger and electric vehicle—Part 2: Communication protocols for GB/T 20234.3'*, and other national standards for new energy vehicle product access. The implementation of this standard ensures a comprehensive optimization and improvement of charging standards on the premise of compatibility between the old and new charging interfaces in China, further enhancing the safety and convenience of electric vehicle charging. At the same time, we participated in the formulation of the first batch of mandatory national standards in the field of intelligent networked vehicles, helping to improve the standard system of intelligent networked vehicles, which is of great significance in enhancing the safety level of intelligent networked vehicles and ensuring the healthy and sustainable development of the industry.

Leading in Industry Standards

With a strong sense of responsibility, we are deeply involved in the formulation of standards related to industry safety and regulation. In 2024, BYD joined hands with the Research Institute of Highway Ministry of Transport and other authorities to draft industry standards such as the *Requirements and Inspection Methods for Around View Monitoring System of Operating Vehicles*. Leveraging the extensive knowledge and vast practical data from the Group's top R&D team, we integrate cutting-edge technological concepts and practical experience into the safety standards for operating vehicles. With these efforts, we strive to raise the bottom line of public travel safety and keep industry standards in pace with technological iterations.

New Chapter for Group Standards

Together with CAERI, CATL and other organizations and enterprises, we have formulated two group standards, namely, T/CECRPA 012 - *2024 Greenhouse gases — Quantitative methods and requirement for carbon footprint of products — Power battery and T/CECRPA013 - 2024 Greenhouse gases — Quantitative methods and requirements for carbon footprint of products — Light-duty electric vehicle*. Against the backdrop of global carbon neutrality, these two standards are launched to provide clear guidance for carbon accounting throughout the life cycle of new energy vehicles, empower enterprises to accurately reduce carbon emissions, and lead the industry toward a standardized, green and low-carbon transformation.

> On-site Promotion Meeting for Experience Exchange on Driving Assistance Safety Standards and Supply Chain Stability for Intelligent Connected Vehicles and the Launch of National Standards

On 26 September 2024, the On-site Promotion Meeting for Experience Exchange on Driving Assistance Safety Standards and Industrial Chain Stability for Intelligent Connected Vehicles and the Launch of National Standards was held at BYD's headquarters in Pingshan. The conference was hosted by the Department of Standards Technology Regulation of the State Administration of Market Regulation and co-organized by BYD, and attended by more than 100 government and enterprise representatives.

The conference released the first batch of three mandatory national standards for intelligent connected vehicles and six recommended national standards for driving-assisted safety of intelligent connected vehicles, covering a number of key technologies, further improving the standard system for intelligent connected vehicles. In addition, the "Standard-driven Action to Enhance Driving Assistance Safety in Intelligent Connected Vehicles" was officially launched by seven organizations, including the National Technical Committee of Auto Standardization and BYD. This marks that all parties in the industry will work together to improve the safety level of driving assistance in intelligent connected vehicles.

The 9 standards released at the conference filled the gap in the intelligent connected vehicle standard system, providing solid support for the transformation and upgrading of China's automotive industry. During the standard-setting process, BYD fully leveraged its technical strength and industry influence in the field of intelligent connected vehicles, demonstrating its responsibility as a leading enterprise in the industry. BYD also supports the establishment of the standard system for intelligent connected vehicles, facilitating industrial development in a more standardized, safe and sustainable manner.



Launch Event

BYD also plays an important role in the China Association of Automobile Manufacturers (CAAM). We actively respond to the call of CAAM, participate in various seminars and decision-making processes, and provide professional insights and practical experience. In 2024, BYD was awarded the title of "Advanced Group in Economic Operation of Automobile Industry in 2024" for its outstanding contribution to the industry's economic operation.

We work together with our ecosystem partners to explore the future of the new energy vehicle industry by establishing standards, actively participating in industry exchanges, and unifying forces from all sources.

Ethics in Science and Technology

In the era of automobile intelligence and electrification, BYD adheres to the six ethical principles of science and technology, namely, "respecting user privacy, avoiding bias and discrimination, enhancing transparency and safety, consciously conducting self-review, promoting human well-being, and complying with laws and regulations". In R&D activities such as scientific research, technology development and application, we firmly uphold ethical guidelines and behavior norms of science and technology, and integrate ethics in science and technology into each innovation practice. We respect the dignity and privacy of each individual, and ensure that every step of scientific and technological activities meets ethical and moral requirements. Furthermore, we apply innovative technologies and R&D outcomes in a manner that does not jeopardize the environment necessary for human survival and development, ensuring that our technological progress brings benefits to humankind and drives sustainable development of society.

For cutting-edge technologies such as autonomous driving and Internet of Vehicles, potential ethical risks are evaluated in advance at the early stage of technology development. This includes evaluating whether the decision-making logic of autonomous driving endangers pedestrian safety, whether data collection infringes on user privacy, and whether it might incur any risks to information security or information compliance. By implementing a rigorous evaluation process, we scrutinize new technologies and eliminate non-compliant solutions.

In daily operation, we strictly abide by the bottom line of data use. When collecting data on users' driving and preferences, we ensure that we have obtained full authorization from customers. Moreover, we prevent data leakage and misuse by using encrypted storage and transmission, restricting access permissions, and allowing authorized personnel to access data only for necessary business needs.

We continue to carry out special training on ethics in science and technology, requiring new employees and technical teams to participate on a regular basis. We also incorporate ethical concepts such as respecting privacy and ensuring safety into daily work, aiming to enhance the ethical awareness of all employees in science and technology. With these efforts, scientific and technological achievements can be kept up-to-date while "contributing to public welfare", thereby promoting a responsible approach to technology application.

BYD's Code and Standards for Science and Technology

01	Respecting user privacy	Strictly abide by the privacy protection principle when collecting, processing and storing data. This includes minimizing the collection of personal data, using anonymization or de-identification techniques, and using personal information only with the explicit consent of the user. We fully respect the right to know and consent regarding personal information. Personal information is processed in accordance with the principles of legality, legitimacy, necessity and good faith. This ensures protecting personal privacy and data security, while preventing personal information from being illegally collected, used or disclosed.
02	Avoiding bias and discrimination	In data collection and algorithm development, we conduct ethical review based on the nature of the project, and avoid potential data and algorithm bias by considering diverse needs. We are striving to realize an inclusive, fair and non-discriminatory AI system.
03	Enhancing security and transparency	In the process of algorithm design, implementation and application, we enhance transparency, interpretability, comprehensibility, reliability and controllability, and strengthen the resilience, adaptability and anti-interference capability of AI systems. Gradually, we achieve systems that are verifiable, auditable, supervisory, traceable, predictable and trustworthy.
04	Consciously conducting self-review	Integrate AI ethics into all aspects of technology R&D, consciously carry out self-review, strengthen self-management, and refrain from AI development activities that violate ethical standards.
05	Promoting human well-being	The ultimate goal is to bring positive changes to society through technological innovation. We will strive to ensure that the products we develop can address practical issues, and improve the quality of life rather than cause harm or inequality.
06	Complying with laws and regulations	All projects must comply with relevant national and international regulations, such as the GDPR (EU General Data Protection Regulation) and other legal requirements on data protection.

Product Responsibility

BYD believes that quality is the most basic and fundamental work in manufacturing, the life of the product, the soul of the brand, and a necessary guarantee for the long-term development of the industry. We have established a comprehensive product quality management system to ensure that every step from R&D to production is carried forward to higher standards than compliance requirements, and achieve quality control throughout the product lifecycle. We adhere to our commitment to customer safety, and spare no effort to ensure the driving safety of our customers through a strict quality assurance process and a sound product recall procedure. At the same time, we actively carry out the construction of quality culture, integrate quality awareness into every level of enterprise operation and management, take "zero defects" as the goal, and focus on the cultivation of craftsmanship spirit. We have always built high-quality products with a strict and responsible attitude, and are committed to protecting customers' safety.

Product Quality Governance Structure

BYD has established a Chief Quality Officer (CQO) system and built a multi-level quality management structure with the CQO as the core. The Board is responsible for supervising product quality related work matters, the president appoints the vice president as the chief quality officer, and the group president is clearly the first responsible person, and quality management bodies are set up at the company level, division level and factory level respectively, with a quality and safety director and quality and safety officer as the responsible bodies. The Group has set up quality management bodies at the corporate level, business unit level and factory level, with quality and safety directors and quality and safety officers under them, and strictly regulated the quality management requirements at each level by signing authorization letters to ensure that the quality strategic plan is uploaded and downloaded and implemented in place, so as to implement the main responsibility for product quality and safety on a layer-by-layer basis.

Product Quality Risk Management System

We have established and are continuously improving our quality management system. This includes the formulation of management policies such as the *Automobile Product Safety and Responsibility Control Procedures*, the *Product Design and Development Management*, the *Automobile Production Process Control Procedures*, the *Automobile Finished Product Inspection Control Procedures*, the *Automobile After-sales Service Division After-sales Complaints Management Process*, the *Quality Red Line Management Regulations*, and the *Quality Manual*. These policies cover the full-process, full-chain, and full-lifecycle of product manufacturing, and realize control in the whole process from product development to use. This ensures that product quality meets safety requirements, and product quality and safety risks are avoided. Moreover, we emphasize prevention as the priority, strict compliance with rules and closed-loop management.

BYD adheres to IATF 16949, ISO/TS 22163, China Compulsory Certification (CCC) rules, the *Administrative Measures on Admission of Road Motor Vehicle Manufacturing Enterprises and Products*, the *Administrative Rules on the Admission of New Energy Vehicle Manufacturers and Products*, the *Technical Specifications for Operation Safety of Motor Vehicle*, the *Electric Vehicles Safety Requirements*, Regulation (EU) 2018-858, and requirements of laws and regulations and quality system standards at home and abroad. To ensure the effectiveness of the management system, BYD continues to improve the quality management system, and regularly invites external professional institutions to conduct reviews.

Based on IATF 16949 – Automotive Quality Management System, BYD implements systematic planning of the whole industrial chain and the whole product life cycle. BYD has also established preventive internal quality management star rating standards to assess the quality management system of factories on a quarterly or semi-annual basis from system, processing and product dimensions.

In 2024, we established a high-quality star rating evaluation model for the first time, further integrating the requirements of excellent performance, QI efficiency, intelligent manufacturing and other dimensions, and deeply applying the PDCA (Plan-Do-Check-Act) audit thinking. With star rating as the starting point, we carry out the system star rating audit, special quality inspection, on-site counseling and other measures to grasp the source, optimize the process, and improve the quality management level and product quality. This year, we conducted 3 module-specific inspections involving 20 business divisions, sent 48 evaluation teams, and identified a total of 224 issues.

Meanwhile, we improve quality management efficiency through intelligent manufacturing and digital system upgrades. By deeply integrating cutting-edge technologies such as big data, artificial intelligence, and Internet of Things into the production process, we transform the production line into an intelligent "organism". This transformation realizes the precise synergy of all aspects, and enables intelligent prediction on material delivery and equipment operation and maintenance. Besides, we quickly and accurately identify and record potential quality issues, improve the efficiency of quality inspection, and enhance production refinement and standardization.



> Consumer Battery SZB Lighthouse Factory Project

BYD's consumer battery SZB factory is jointly manufactured through the network, integrating MES system with PLM, EAM, WMS, QMS, SAP, SRM, APS and other system data. We aim to built a plant for equipment automation, production transparency, logistics intelligence, mobile management and digitalized decision-making, achieving 97.5% automation rate, 97.82% pass rate of one-time delivery and 0.04% external quality loss rate.

- In terms of design and development, the factory adopts Creo, Altium, FLOEFD, Comsol and other 3D simulation software for 3D structural design of product parts and components, thermal balance of product parts and components, vibration and other test simulation and iteration optimization, to enable rapid customized design;
- In terms of process quality control, data on product information, equipment status and other parameters of each process can be uploaded to the MES database in real time, which can be remotely viewed and analyzed, with an online monitoring rate of 100%. For example, the laser thickness gauge is used to scan the surface continuously, test the thickness of the polaroid, and ensure the coverage of polaroid pulp material;
- In terms of production quality traceability, the whole flow and whole process data can be automatically collected, the material information can be bound to the production work order, and the SMT data return rate can reach 100%. Reduced losses from risk batteries by RMB2,199,500 at the end of year 2024.

Our smart factory combines cutting-edge technology with its own product characteristics to achieve efficient collaboration of intelligent equipment and data-driven accurate decision-making, which promotes a significant improvement in production efficiency while ensuring product quality.

In 2024, BYD conducted internal quality management star review for 257 factories[12] in total, with a 100% coverage rate of factories under review. Among them, 4 factories have achieved 5-star rating (ideal), and 107 factories have received 4-star rating (excellence), with factories at or above 4-star rating accounting for 43.2%%. The remaining 146 factories have been deemed acceptable. The evaluation mechanism allows us to continuously improve backward factories, foster a benign competition among all factories in terms of quality management, thereby effectively ensuring the operation of the quality management system.

We adhere to the requirements of the ISO management system and IATF 16949 standards, actively pursue quality management system certification, and accept external review and certification that are conducted by professional third-party institutions. We also continuously optimize and standardize various management policies while aligning with external standards. By doing so, we deepen the integration of internal and external quality management systems.

By the end of the reporting period

a total of

- **108** factories of the Group had passed ISO9001:2015 quality management system certification (including **39** BYD automobile factories) with a coverage rate of **58.38%**
- **117** factories had passed IATF16949:2016 system certification (including **67** first-level assembly parts factories) with a coverage rate of **63.24%**

[12] Audit scope covers factories in China, excluding overseas factories.

Product Quality Management Strategy

BYD has formulated a group-level quality strategy plan oriented to the pursuit of excellent product quality. Taking into account the industry environment, market dynamics and other external trends, as well as our own internal quality level and capability, we have established a monitoring, evaluation, adjustment and improvement mechanism for the implementation of the strategy to ensure its effective execution. We implement the whole process of quality management, strictly control product safety, deepen the construction of quality culture, and take multiple measures to ensure product quality and safety.

◆ Whole Process Quality Control

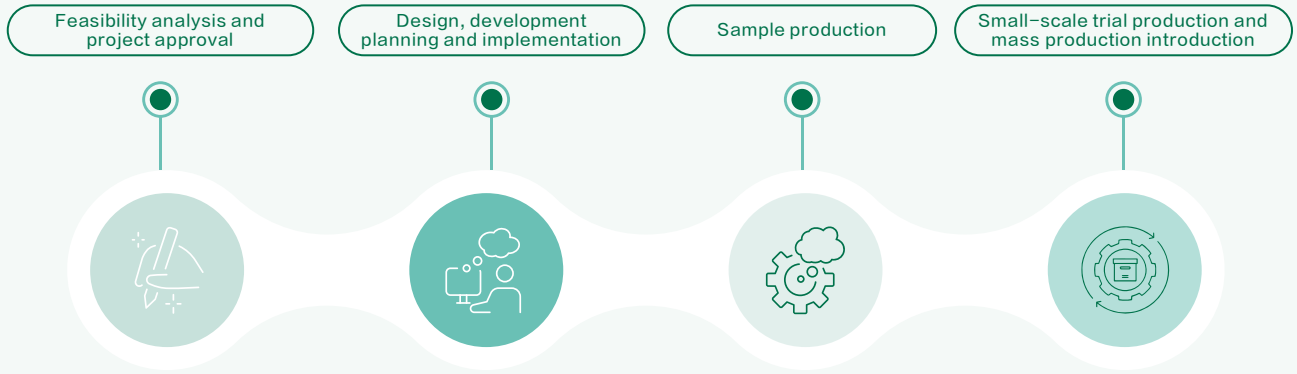
BYD has established a quality control system covering the full product lifecycle, and strictly manages each phase of the product from concept design to marketing in accordance with the PLM (Product Lifecycle Management) system. By integrating quality planning, quality control, quality improvement and quality assurance, we ensure strict control over each aspect throughout the product lifecycle.

We attach importance to quality risk control. We perform quality risk assessment in the early stage. We analyze and develop risk response strategies based on the identified Risk Priority Number (RPN). Moreover, we have formulated documents such as the *Risk Control Management Procedures* and the *FMEA Management Control Procedures*, and established a dynamic management mechanism for the prevention and control of product quality and safety risks. This mechanism covers the whole process from research and development, incoming materials, processing to shipping. We have formulated a quality and safety risk prevention and control list based on the actual situation of each factory. This ensures that self-inspection and corrective actions are implemented, thus maintaining risks and hazards within a preventable and controllable range.

Quality Control in R&D and Design

During the product R&D phase, we have established comprehensive product R&D management procedures to standardize the processes including product feasibility analysis, project approval, design and development planning, sample production, small-scale trial production and mass production introduction. This ensures accurate quality control at every step of product R&D. At the same time, we maintain active communication with customers to understand their expectations for product quality and fully respond to market demands.

Quality Control Measures in R&D and Design



Feasibility analysis and project approval	Design, development planning and implementation	Sample production	Small-scale trial production and mass production introduction
BYD fully understands customer needs and market trends. We evaluate government industrial policy support, patent investigation and avoidance, technology and manufacturing feasibility, development costs and revenue, and supplier capability by conducting comprehensive research and professional analysis. With the insights from these evaluations, BYD strives to create products that meet customers' needs.	BYD adopts a risk management mindset and uses the FMEA tool to identify and prevent potential risks. We identify quality issues in the early phase of product development to avoid changes and additional costs in the later phase, thereby ensuring the reliability and safety of product design.	BYD has established an online OTS process approval information system to ensure a strict and efficient sample confirmation process, which accelerates the transition of products from design to finished products while improving the quality of the samples.	BYD carries out quality capability evaluation for new products to ensure that components from factories pass PPAP (Production part approval process) approval, thereby laying a quality foundation for mass production of vehicles.

On top of new product quality capacity evaluation, we simultaneously monitor the PPAP rating after mass production of various types of vehicles to ensure that the quality of passenger vehicles and relevant parts meets the requirements. Through quality performance grading control, employee quality assessment and incentives, we ensure the implementation effect of quality requirements and a closed-loop management of quality objectives in the R&D and design phase.

Quality Control in Manufacturing

BYD implements quality control in the whole process of manufacturing from raw material entry to finished product delivery, establishes management procedures and inspection standards that are stricter than compliance requirements, and ensures thorough implementation and full accountability based on profound understanding of the product mechanism and systematic planning. We form a closed-loop quality management of the manufacturing process by enhancing employees' awareness of potential issues and establishing a mechanism for trial and error and review. At the same time, we have introduced advanced tools such as MSA, SPC, and error proofing technology to enhance the automation level of our equipment, achieving refined production management and intelligent quality monitoring.



In the quality inspection of production materials

we carefully inspect materials, semi-finished products and finished products and perform performance and function tests according to the product quality planning requirements and quality standards for domestic and overseas products, so as to ensure that the products meet the quality expectations of customers. BYD has established a complete automotive and parts and components inspection center, which is located in Shenzhen, Nanning, Xi' an and other cities, with more than 100 professional laboratories, more than 2,000 professional inspectors, more than 3,000 units of state-of-the-art equipment, and more than 4,000 inspection functions. It covers seven major fields, namely, whole vehicle, safety, NVH, EMC, powertrain, parts and components and materials.



In the manufacturing process

we adopt a management method of "one sequence and one inspection" to continuously make the manufacturing process more standardized. We regularly review the performance of each factory, incentivize factories with excellent performance, and support backward ones in making improvements, thereby creating a positive and progressive quality management environment.



In the finished product delivery phase

we adhere to the quality principle of zero tolerance to defects. According to the Automobile Product Inspection Procedure, we conduct stringent inspections of all ex-factory vehicles in multiple dimensions such as inspection preparation, finished product inspection, shipping requirements, handling of anomalies, data analysis, and record keeping. Leveraging state-of-the-art testing equipment and advanced instruments such as headlight examination machine, dynamic rotating hub testing platform, braking testing platform, sideslip testing platform, exhaust analyzer, four-wheel aligner and malfunction diagnosis tester, we test the vehicles in a comprehensive manner for quality before they leave the factory.

Passenger vehicles, buses, and safety-related components (lights, rearview mirrors, etc.) of BYD sold in China have passed the China Compulsory Certification (CCC). All models and related parts exported to other countries have passed the certification according to local requirements.

By the end of the reporting period

our automotive and parts and components inspection center had obtained more than **500** domestic and foreign standards accredited by CNAS.

◆ Product Safety

BYD always prioritizes safety and does not allow users to take safety risks for immature technologies. We have established the Automobile Product Safety Committee. Based on the safety principle of "safety first, prevention first, implementation of safety responsibility system, continuous optimization and improvement", we have established a sound product quality and safety responsibility system. Through these efforts, we are striving to continuously innovate in product safety technology, improve the effectiveness of the monitoring platform, optimize the after-sales service capability, strengthen incident response and handling, and comprehensively safeguard the safety of products and users.

We have established a "dual-domain" product safety management system, which covers product safety management in the whole scope and process domains. This comprehensive safety guarantee system addresses safety architecture, safety system and safety technology, and covers all aspects of product safety such as battery safety, collision safety, high-voltage safety and braking safety.

Product Safety Technology Innovation

In terms of electric vehicle safety technology, BYD has made continuous innovations and developed superb technologies like the "e⁴ Platform" precise body attitude control and emergency flotation function, and the "e³ Platform" 140km/h high-speed flat tyre stabilization control function. These technologies ensure that vehicles remain safe and controllable in various situations. In terms of battery safety, our "three electrics" system has a waterproof rating of IP69 and is equipped with lithium iron phosphate batteries. The blade batteries developed by us can pass the Nail Penetration Test, the industry's toughest single-cell battery test, setting a new safety standard for electric vehicles. In terms of body safety, BYD adopts the CTB technology, which directly integrates the battery cells into the battery pack and embeds the battery into the chassis structure. This approach guarantees the vehicle's structural strength and collision safety.

BYD Commercial Vehicles Provide Safety Performance Guarantee in Extreme Environment

Six commercial vehicle models of BYD were tested in Turpan, Xinjiang for their performance in hot and dry environment. The test simulated the use and operation of vehicles in high temperature environments, covering key items such as air conditioning performance, high temperature charging and braking performance, in order to ensure the stability and reliability of vehicles and parts in extreme climates and meet the diversified needs of users. The tested vehicles carry many leading configurations like the V2G, bus e platform 3.0, integrated thermal management system, independent bellows, air channels and intelligent systems, which all performed well, effectively demonstrating the product safety performance of BYD's commercial vehicles in high temperature environments, reflecting the innovation strength and market competitiveness of BYD's new energy technology.



BYD Commercial Vehicle Safety Performance Testing in Extreme Weather Conditions

Development of Intelligent Driving Safety System

BYD has developed the "God's Eye" through the comprehensive application of vehicle-road cooperation, intelligent driving and other technologies. This system realizes real-time monitoring of driving status and vehicle operation, and enables early warnings for anomalies, thereby effectively strengthening the driving safety performance.

Vehicle Intelligence and Efficiency Improvement

BYD's XUANJI intelligent architecture integrates vehicle electrification and intelligence, achieving a safer, more efficient and more personalized driving experience. The holistic intelligence of the vehicle breaks down barriers between different systems, and captures changes in internal and external environments in real time. In this way, the vehicle operation system can quickly adjust its state, respond flexibly to road conditions, and improve driving safety and efficiency.

BYD is committed to building a smarter and safer future travel environment by making continuous breakthroughs in the safety technology of its products, optimizing the intelligent safety system and enhancing the efficiency of vehicle intelligence application. All of our vehicle models comply with relevant safety regulations in the market, including China Insurance Automotive Safety Index (C-IASI), and Euro NCAP and ANCAP requirements. We prioritize the safety of our users by leveraging new technologies, adhering to high standards and ensuring robust capabilities.

BYD Get Excellent Results in Safety Ratings

BYD SEAGULL was rated A (highest) in all three tests: Safety, battery life, and crash safety, becoming the first model in the test to achieve 3A for all-round excellence;

The BYD DOLPHIN PLUS became the first model in China to receive a five-star safety rating in the Latin NCAP crash test, and the first pure electric model to receive the highest safety rating in the history of LATIN NCAP.



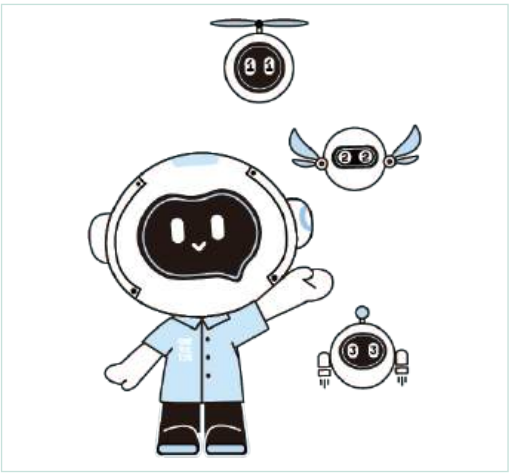
◆ Quality Culture

BYD is committed to integrating quality culture into all aspects of its operation and management activities. After years of practice accumulation, especially the 30 years of successful experience in quality management, BYD has formed a BYD-featured quality culture ("Quality Culture 123") consisting of "1 core", "2 major goals" and "3 principles". We also organize a series of activities including quality month event, skill competitions, quality forums and craftsmen appraisal. These activities promote the integration and application of quality culture across the Company, strengthen the quality management ability of all employees, and enhance employees' sense of identity and responsibility towards BYD's craftsman mindset and quality requirements.

We conduct the "Quality Month" theme campaign in September every year, aiming to promote the improvement of quality awareness and ability of all employees from top to bottom, and create an atmosphere of quality attention across the Group. This year, the 6th Quality Month campaign of BYD carried out more than 200 activities in all bases, parks and branches across the country under the theme of "Quality Culture 123 – Gathering Efforts for BTS (BYD Totoll Shitsuke)".

At the Group level, the President, Vice President and General Manager personally participated in a series of quality culture promotion activities such as "BTS bigwids" talk and quality lecture, which play a good leading role in encouraging employees to participate in quality culture activities. At the level of each business division and factory, we hold quality culture publicity activities such as debate competitions. In 2024, for the first time, we opened a breakout session at our base in Thailand. All employees were organized to participate in the competition together, to unite people with culture, strengthen the quality awareness of overseas employees, guide them to improve the quality of products and services, and provide excellent products and services for customers around the world.





> Building a Quality Culture with the Involvement of All Staff

To comprehensively strengthen the building of the Group's quality culture, practice the five present principle, give full play to the exemplary role of leadership, and drive employees to develop good habits, BYD held the BTS system introduction and leadership tour conference in Shenzhen, Changsha, Fuzhou, Hefei, Changzhou, Zhengzhou, Xi 'an and Jinan in June 2024, achieving a satisfaction rate of 88.56 points for the conference. All business divisions actively participated in the conference, with a total of more than 1,800 people, including more than 340 factory directors and managers.

In addition, to promote the exchange and learning of the factory directors/managers of the Company's production-oriented business divisions at the field activities, and promote the continuous improvement and progress of the leadership level of each production-oriented business division, we organized a leadership excellent case selection meeting in August 2024, with a total of 15 production-oriented business divisions participating. The atmosphere of on-site exchange was strong, and participants actively displayed their highlights and characteristics and shared their practical experiences and achievements.



To further create a working atmosphere that respects talents and values craftsmen, we have organized the selection of artisans on an annual basis within the Group since 2019. In 2024, we selected 5 gold-hued artisans out of 154 silver-hued artisans, and by the end of the reporting period, BYD had trained 28 gold-hued artisans.

In addition to the special activities of "Quality Month" and artisans' selection, BYD upholds the spirit of "People Before Products". Through regular quality training and diversified forms such as skill competition, knowledge competition and personal evaluation, we promote the effective landing of quality culture. We hold occasional skill competitions every year to cultivate outstanding talents with craftsmanship spirit and provide strong professional support to ensure product quality.

In May 2024, BYD held the second Computer Software Programming Skills Competition to select programming elites and further enrich the reserve of practical talents. We hold quality culture knowledge competitions and quality culture excellent person selections, with a total of 700,000 participants from the Group engaging in the quality culture knowledge competitions, promoting quality culture to 95.33% of our people, and effectively improving employees' sense of identity and participation in the quality culture of BYD.

To further promote the organic integration of "Quality Culture 123" and business, we conduct internal QIT (quality improve team) selections to check the employees' level of quality culture awareness and the quality training results. In 2024, a total of 78 outstanding projects stood out in this year's QIT special selection activities, becoming excellent cases of deep penetration and successful transformation of BYD's quality culture in business practice. We carry out systematic experience summary for excellent projects, and promote the experience, striving to improve the quality awareness of all staff, consolidating the foundation of quality management, and steadily moving towards higher quality goals.

By the end of the reporting period

we had conducted a total of **596** quality management personnel professional competency certification training sessions, covering **1,674** employees and a total of **57,099** hours of training.

the Company actively participated in the external QCC appraisal activities

External Quality Competitions	Our Achievements
The 46th National Quality Management Team Representative Meeting	BYD won 3 first prizes and 1 second prize among over 600 projects nationwide.
The 45th Quality Management Team Achievement Exchange Presentation in Hunan Province	BYD won 23 awards, including 4 first prizes, 14 second prizes and 5 third prizes.
Shenzhen 2024 Quality Management Group Exchange Programme	BYD won 2 gold awards, 2 silver awards, 6 bronze awards and 1 merit award.
The 46th Quality Management Team Achievement Presentation and Experience Exchange Meeting in Xi'an	BYD won the first prize for 21 projects, second prize for 39 projects and third prize for 11 projects.



Responsible Marketing

Adhering to the principle of "strict management, robust channels, service excellence, reputation enhancement, and brand building", BYD has established a comprehensive and responsible marketing management system. This system ensures the integrity and transparency of marketing activities through standardized regulations and processes. We have formulated a multi-brand featured marketing strategy to convey diversified brand value propositions. Additionally, we regularly organize responsible marketing training for our employees to enhance their awareness of marketing responsibilities, ensure the compliance of marketing activities, and provide customers with authentic and accurate product information.

Responsible Marketing Management System

BYD integrates the concept of responsible marketing into every aspect of sales and services, dedicated to delivering authentic product experiences to customers. We strictly comply with relevant national laws and regulations and have formulated the *Responsible Marketing Statement* and the *BYD External Publicity Management Policy*. This policy standardizes the entire process of publicity and marketing content development, internal review, channel release and violation handling, continuously promoting more standardized and more rigorous brand marketing.

The product data we present are all based on stringent actual tests, which enables customers to have a clear understanding before purchasing, thus ensuring what they see is what they get. We conduct thorough reviews of publicity copywriting and marketing materials to eliminate any ambiguous statements and excessive marketing tactics. In doing so, we guarantee the precision of vital information, including product performance, driving range and intelligent configurations, conveyed through our online sales channels and store publicity materials. We require our sales staff to strictly abide by the principle of good faith, truthfully introduce product performance effects, consumer rights and other information to customers, without concealing any important content, and fully respect customers' right to be informed.

We regularly review marketing and sales activities to ensure that relevant practices related to our products and services are legal and compliant. We monitor the dissemination of publicity materials in real time, and once any non-compliant materials are identified, we will initiate measures such as internal investigations, tracking and evidence collection for accountability purposes. Additionally, we will impose penalties on the involved parties in strict accordance with regulations.

Distribution Channel Management Mechanism

By the end of the reporting period, BYD had 1,004 direct sales stores, accounting for nearly 21.4% of the total. In the underdeveloped and weak markets, direct sales stores fully leverage their pioneering advantages to attract and engage distributors in cooperation, jointly expanding the business territory. We adopt management requirements that are consistent with those of directly-operated stores for distributors, empower them through professional training, enhance their service awareness, and work with directly-operated stores to provide quality service to customers.

Distributor management structure and mechanism

- We have set up a Distributor Service Quality Evaluation Department to construct a standard system for evaluating sales service quality. This system focuses on key business processes such as greeting customers, reception etiquette and test drive, and refines the 100-point evaluation indicators to standardize service processes and standards in stores.
- We have established management system for distributor service quality evaluation, developed management mechanism for star rating evaluation, and prepared and updated the quality service standard document of BYD Sales Service Quality Evaluation Standard quarterly

Distributor service quality supervision and assessment

- Through on-site inspections and monthly "mysterious customers" secret visits, we have been evaluating the service quality of distributors in terms of customer services, professional competence, environment maintenance and other aspects.
- We regularly review and reflect on the implementation of distributor service quality management, analyze the problems to be improved and formulate response strategies
- In 2024, BYD held a total of 347 after-sales service summary meetings.

Skills training for distributors

- Conduct training, including product, general and technical training, requiring all distributors to attend online courses and some dealers to attend BYD's training courses for distributors offline
- By the end of the reporting period, our European operations had provided many training sessions for distributors, with approximately 7,000 participants in total, covering 100% of distributors

To ensure effective implementation, we employ means such as covert visits and remote inspections to conduct quarterly on-site service quality inspection for sales outlets and strictly supervise distributor' compliance. We promptly notify distributors of prominent issues, urge them to make rectifications, and ensure that standards are uniformly enforced in both direct sales stores and social distributor stores. In addition, we conduct on-site audits of after-sales service distributors on an annual basis based on after-sales service standards, covering 100% of after-sales service distributor in China.

In 2024, we conducted distributor service quality inspections in 23 countries, inspected more than 300 stores, and provided follow-up rectification suggestions based on the inspection results.

Responsible Marketing Training

BYD is committed to cultivating a sense of responsibility within sales team. By providing systematic training courses and publicity activities, we ensure that sales staff comprehensively inform customers of accurate information, including product performance, configurations and risks, when carrying out marketing activities. We require our employees to have a thorough understanding of and comply with the Group's marketing, advertising, and sales policies. The use of exaggerated, misleading, or false information in any marketing materials is strictly prohibited. Employees must absolutely avoid resorting to illegal practices like commercial bribery to promote sales, and are strictly prohibited from making any false representations concerning products, services, and pricing. We strictly prohibit making false or misleading comparisons of our competitors' products or services.

We impart comprehensive knowledge to our employees regarding the significance of responsible marketing, pertinent laws and regulations, and practical techniques through diverse methods, including internal training courses, online learning platforms, and expert lectures. In 2024, we conducted annual compliance training on advertising laws for employees in key marketing positions, involving employees and distributors about 40,000 person-time, with 28,000 training hours in total.

Multi-brand Featured Marketing

Drawing upon their distinctive service philosophies and strategies, BYD's sub-brands endeavor to authentically showcase our technologies, products, and brand essence to customers through sincere language, lively scenarios, and immersive experiences. We strive to ensure that every customer understands and experiences the core value of our products, feeling the power brought by technological innovations and product upgrades.

BYD's Multi-brand Featured Marketing

Dynasty Series

Adhering to the service tenet of "selling a car, making a friend", we practice the service concept of "pursuing perfection with sincerity". We always put customer needs and satisfaction in the first place, to bring customers safe, quality products as well as warm, professional services. Through multi-dimensional empowerment, we enhance the operation ability of distributors, establish sustainable development concepts for distributors, and create long-term value for customers.

Ocean Series

Adhering to the service concept of 'customer first', we always consider customer experience and trust as our core pursuit. We provide customers with reliable, cutting-edge products and 'marine aesthetics', while providing attentive and efficient services. With the help of process optimization, service supervision, reputation building and capacity development, we win customers' trust with sincere, high-quality and personalized services.

FANGCHENGBAO brand

Adhering to the service concept of "customer as a friend", we are committed to using technology to achieve personality affirmative action, to solve the "dichotomy" in user needs, and to "sell a car, make a friend, buy a car, make a group of friends! "As a service tenet, we have built a professional sales and service team to bring users the ultimate experience of Leopard's thoughtfulness, comfort and beauty, and carefree play.

DENZA brand

Upholding the principle of "User First", DENZA has established an online and offline omni-channel model to provide customers with excellent services and after-sales protection. DENZA has continued to iterate and upgrade its new luxury service system, strictly manage and control store operations. In addition, a full-chain digitalized car buying service system has been established. Relying on the DENZA Automobile APP and applet to achieve visualization of the ordering system, users can enjoy a one-stop online car buying and use experience with transparent pricing and traceable progress.

Yangwang brand

Adhering to the service philosophy of "faith to honesty", Yangwang provides customers with professional consultation and personalized solutions, while promptly responding to user feedback for continuous improvement. Through skill enhancement training courses, such as Tiejun certification training and specialized business training, Yangwang enhances the theoretical knowledge and practical skills of sales staff, and fosters a professional sales service team that understands both products and customer needs.

Customer Interests and Services

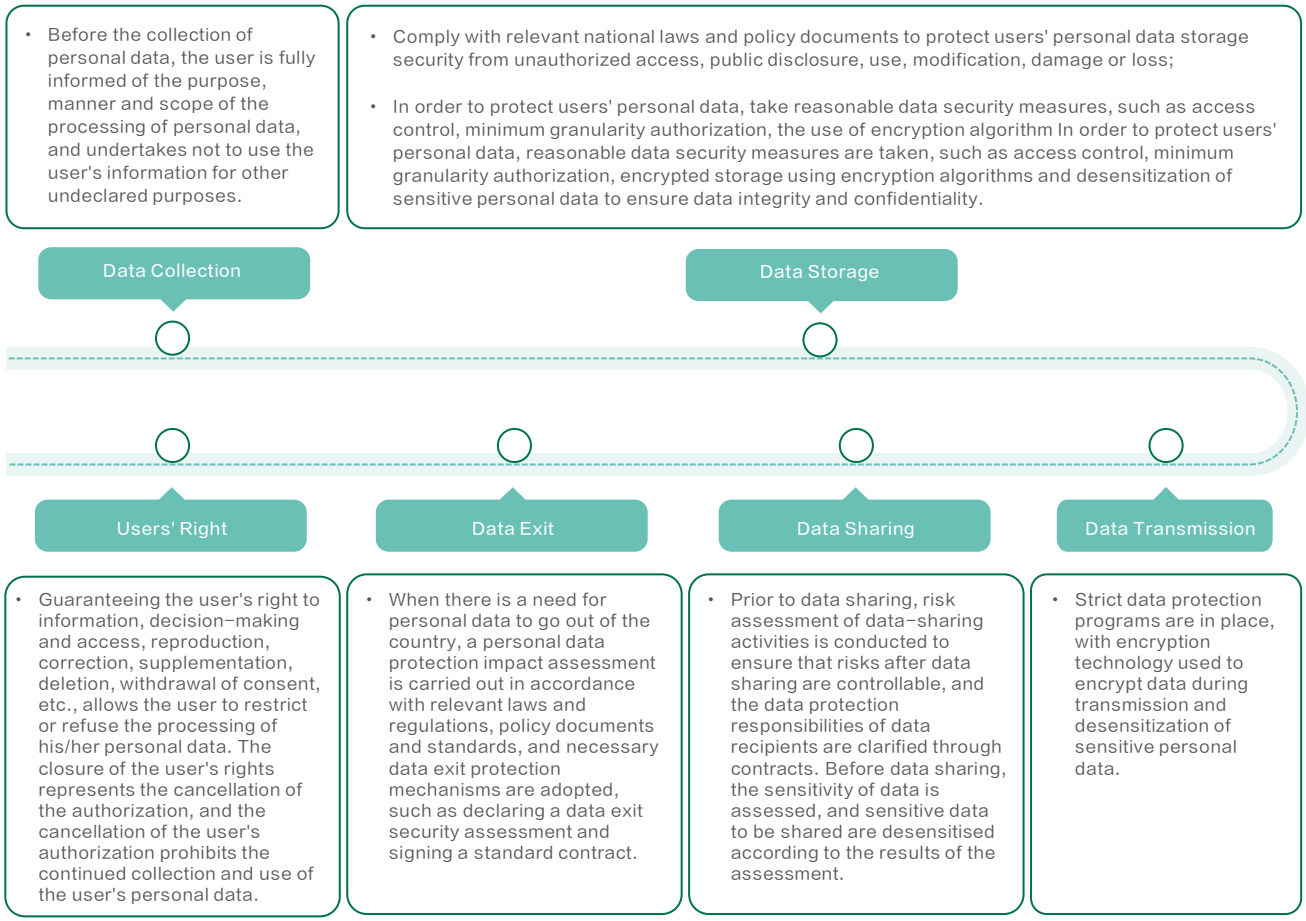
BYD attaches great importance to the protection of customers' rights and interests, and is committed to providing customers with high-quality products and services. We have established a stringent privacy protection system to ensure compliance in personal data processing and safeguard data security. Additionally, we leverage technological innovations to enhance customers' driving experience and advance smart mobility solutions. Furthermore, we have established a customer relationship management platform, which facilitates active communication with customers through diverse channels, enabling us to swiftly address customer needs and improve their satisfaction.

Protection of Customers' Privacy

BYD upholds the commitment to compliance for customers' privacy protection by establishing and continually refining a management system that encompasses personal data policies, process specifications and training mechanisms. This ensures that the business operations fully comply with relevant laws and regulations in both domestic and international operating locations. In 2024, we updated the *BYD Personal Data Protection Management System* and issued internal policies and guidelines such as the *BYD Personal Data Compliance Management Manual*, the *BYD Privacy Policy Compliance Guide*, the *BYD Privacy Design Guide*, and the *BYD Personal Data Protection Impact Assessment (PIA) Guide*. These documents have further improved our institutional system and enhanced the construction of the privacy protection organization, and standardized privacy protection management and operational practices.

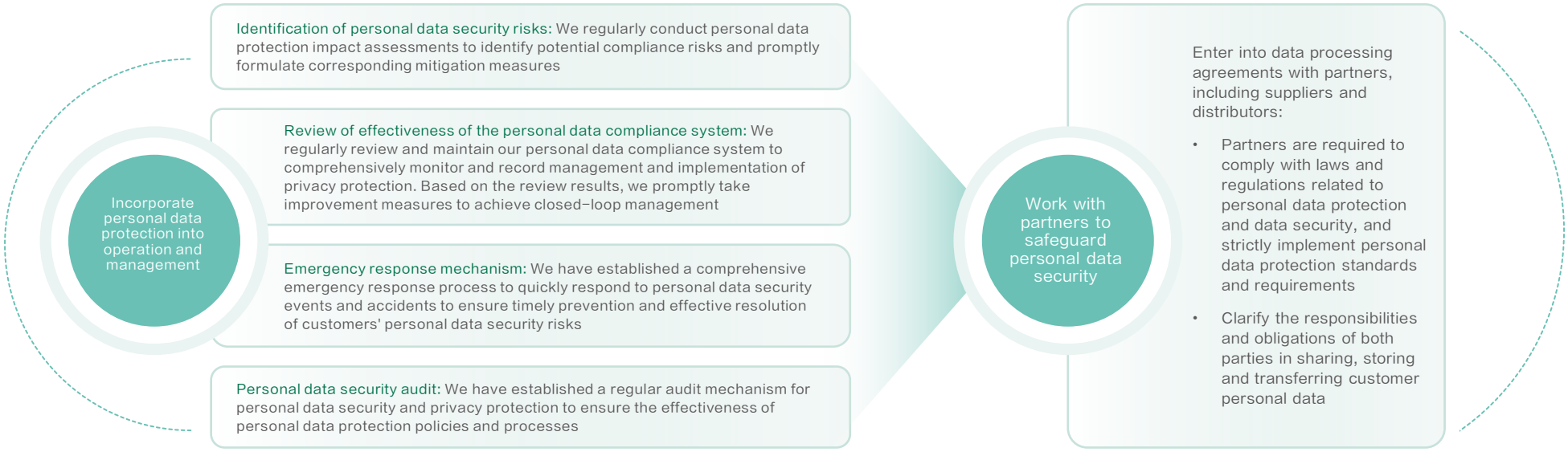
We are committed to protecting the rights of all customers as data subjects. We have published on our official website the *BYD Privacy Protection Whitepaper* and the *Personal Information and Privacy Protection Statement*, which are applicable to all business operations within the Group. These policies clearly affirm customers' rights to access, correct, and delete their personal data, and provide convenient channels for customers to exercise their rights, demonstrating our commitment to maximizing users' control over their personal data.

Meanwhile, we are committed to handling customers' personal data in a legal and compliant manner, and adopt multi-effect means to comprehensively protect customer privacy compliance and security from multiple dimensions such as product design and development, and personal data processing lifecycle management.



We have set up a dedicated privacy protection organizational structure. As the decision-making level, the Compliance Committee makes decisions on the Company's compliance policy and major compliance matters. As the overall management department of personal data protection, the Intellectual Property Legal Department is responsible for the overall management of personal data protection. As the executive level, the Data Compliance Team of each business division is responsible for identifying the risks related to the personal data processing activities of the division and supervising the implementation of the personal data protection requirements of the business departments of the division. The Audit and Supervision Office supervises the effective operation of relevant systems and policies for personal data protection management.

Personal Data Security Protection Management Measures of BYD



The Group has passed third-party security and privacy compliance certifications such as ISO/SAE 21434, UN R155, UN R156, etc.. Additionally, we have achieved third-party security and privacy compliance certifications such as the R155 (CSMS) and R156 (SUMS) system certifications. Furthermore, at the 2024 China Automotive Software Conference, the China Association of Automobile Manufacturers and the Automotive Cybersecurity Working Committee of the China Cybersecurity Industry Alliance jointly issued the "Automotive Privacy Protection" identification certification. Eighteen models, including the BYD Han DM-i, have passed the 4 compliance tests for national automotive data security, making them the first batch of automakers to pass the assessment and obtain the "Automotive Privacy Protection" identification certification.

Meanwhile, we attach great importance to cultivating employees' awareness of personal privacy compliance. We provide all of our staff with training on customer privacy protection and online law dissemination courses, and push to them public number articles, thereby reinforcing their emphasis on data security and privacy protection efforts, and popularizing the knowledge of privacy protection laws and regulations.

In 2024

The Group organised **74** training sessions on privacy protection topics, published privacy compliance online courses and public articles, and conducted offline training sessions on privacy protection topics covered **11,444** person-time

In 2024, BYD had no significant customer privacy breaches [13].

[13] A major incident is an information security incident of level II and above as defined in the Group Information Security Incident Management Regulations, which has significant consequences for the whole company and has a serious impact on the company's brand image.

Enhancement of Customer Experience

BYD adheres to the principle of "satisfying customers, meeting and exceeding their expectations". Guided by customer needs, we have a deep understanding of the diverse needs of customer segments, innovate the content and functions of our products, and provide customized services to customers. We continuously refine our service system to safeguard customer rights and interests, enhance customer experience, and earn customer trust and recognition in all aspects through quality products and services, diverse service channels, and exceptional after-sales support.

In the presales phase, BYD deeply understands customer needs by collating customer research feedback from online platforms and offline stores. We analyze potential areas for service quality improvement and formulate targeted response strategies, striving to "anticipate customers' needs and provide what they desire". Moreover, we establish various service scenarios covering the three stages from vehicle ordering, delivery to usage, and design a rapid, precise, and innovative service response mechanism centered around customer needs.

BYD Comprehensive Customer Experience Assurance System throughout the Entire Process[14]

Vehicle Ordering	Vehicle Delivery	Vehicle Usage
• Provide vehicle purchase consultation and customized vehicle selection services, which allows customers to choose vehicle models, colors, and configurations according to their own needs. • Provide a reserved test drive experience service.	• Before delivery, the vehicle will be thoroughly cleaned and undergo a Pre-Delivery Inspection (PDI) to ensure it is in excellent condition. • Perform a check on commonly used vehicle functions, such as air conditioning, lights, voice control, and ensure that the battery level is above 60% upon delivery. • Introduce the five-sense services, which comprehensively upgrades the vehicle delivery experience through five senses of "sight, hearing, smell, taste and touch".	• Provide comprehensive after-sales services, including free technical guidance, maintenance, repair, and troubleshooting services within the warranty period, and paid services for the same outside the warranty period. • Introduce "Sincere Courtesy Car Service" service to meet car owners' transportation needs while their vehicles remain in the store. • Provide high-quality and prompt delivery of OEM parts service, as well as parts recycling and emergency vehicle rescue services. • Launch the Worry-Free Car Service Package, which includes door-to-door car pickup and delivery, unlimited tire repair, valet parking, basic maintenance.

At the sales phase, BYD focuses on providing comprehensive and transparent product information, including product specifications, performance characteristics, configuration options, and usage scenario recommendations. Meanwhile, by optimizing our service processes, we have designed scientific and standardized service procedures tailored to meet the diverse needs of our customers and enhance customer satisfaction. These include attentive details such as "offering a bottle of water when the customers enter the store" and "providing a mask when the customers leave the store". For test drive and vehicle purchase, we have established clear procedural guidelines to ensure a smooth and professional experience for our customers.

[14] Applicable to China Scope of Operation

> "Selling A Car, Making A Friend"

Adhering to the service concept of "selling a car, making a friend", BYD Ocean Home prepares for every customer a delivery process that is full of sense of ceremony and surprises during the delivery of new cars. To better present a delivery ceremony that is innovative, ceremonial and experience-orientated, BYD Ocean Home also prepare a variety of personalized delivery ceremonies – collective delivery, marriage proposal delivery, anniversary delivery, etc. The collective delivery highlights the lively atmosphere of customers collecting their vehicles together. Customers can pick up their car in the form of collective activities, which may be held with a special theme like "National Beauty Peony · Promotion Ambassador", or at a special site such as "collective delivery at helipad", to comprehensively enhance the customer's sense of delivery experience. In addition, we will also create a scene delivery ceremony according to customer needs, such as marriage proposal delivery, birthday delivery, etc., and arrange the atmosphere materials for special occasions, thereby deepening the customer's impression of picking up the car, and fully implementing the service concept of "selling a car, making a friend".



Exclusive Bouquet for Car Delivery

> Innovating a "Heartfelt" Vehicle Delivery Experience

The delivery of the car is only the beginning. Our service never ends. For the delivery process, BYD Dynasty Home has created an innovative "Heartfelt" delivery service mode under the premise of customer satisfaction. Vehicle cleanliness is the basic principle, and ceremony customization is the key. BYD Dynasty Home ensures that customers can feel the intention of service by creating an exclusive car delivery area with splendid atmosphere, giving customers flowers, taking photos and other actions.

Based on different customer needs, customized delivery services, such as door-to-door delivery and collective delivery, are carried out. Dedicated persons are in place to explain the precautions of vehicle use, help customers get familiar with the functions and operations, and prepare exclusive gifts for customers, so that customers can feel the intimate and efficient service. By creating an innovative "Heartfelt" car delivery mode, we fully respond to customer needs, constantly strengthen our service reputation and enhance our brand image.



Customized innovative "Heartfelt" Vehicle Delivery Ceremony

> BYD Mexico Has Established A Pet-friendly Store

BYD encourages dealers to build innovative stores, such as pet-friendly stores. BYD Mexico stores display pet-friendly signs, set up exclusive rest areas for pets, and provide professional and friendly hospitality to customers with pets and their pets, while ensuring order and safety in the store.

The construction of pet-friendly stores is aimed to provide convenience to pet-keeper customers, improve their car purchase and maintenance experience, and reflect our care for customers' lives in detail. In addition, we hope to convey the concept of being animal-friendly at the social level to help build a harmonious and inclusive social environment and demonstrate corporate humanistic care and social responsibility.



Pet-friendly Signs and Pet Supplies are Available On-site

After-sales Service and Recall

BYD adheres to the value of long-termism, continuously improves the level of after-sales service, impresses customers with sincere service, and strengthens the foundation of trust established with customers.

BYD Customer After-sales Service System[16]

Vehicle Usage Support

Parking service

Offer car owners nationwide free parking services for 72 hours at over 40 airports and high-speed rail stations. Customers can make advance reservations through our mini-program.

Car pickup and delivery service

Provide car pickup and delivery service. Our designated drivers will come to the customer's house to pick up and deliver vehicles before and after the vehicle maintenance, saving customers' time as they do not need to visit the store personally. During the service, the customer can check the progress of car maintenance via the mobile phone. In 2024, the car collection and delivery service network covered 95% of cities, processing a total of over 1.25 million orders.

Courtesy Car Service

Encourage service stores to provide customers with Courtesy Car Service by allocating vehicles to these stores. This solution addresses customers' travel needs during vehicle repairs, ensuring their vehicle usage. In 2024, BYD deployed a total of 2,148 vehicles for temporary use, covering 308 cities, providing convenient services to more than 30,000 customers.

Sincere Service to Doorsteps

Introduce the "Sincere Service to Doorsteps" rural service policy. We encourage service store personnel to irregularly visit underserved areas beyond 30 kilometers away from the service stores to conduct outreach activities. These activities include providing services such as routine maintenance, technical upgrades, and free inspections. Furthermore, we offer incentives such as gift giveaways and discounts on labor hours, thereby delivering professional and standardized services directly to customers' doorsteps at more affordable prices.

Technician Q&A

Equipped with more than 200 professional technicians online in real time to promptly answer customers' questions and concerns about their vehicles.

Sincere Starlight service

Extend the after-sales service hours of 4S stores by 1 hour to facilitate vehicle owners to enjoy BYD's after-sales service after working hours.

Warranty Service

Complete range of spare parts

We have established a supply and distribution network consisting of four central warehouses and 18 transit warehouses in China, with relatively fast transportation speed and complete reservation of spare parts, with over 80% of the deliveries completed in 24 hours in the year.

Implementation of the "Three Guarantees" policy

For vehicle quality issues arising from material quality or manufacturing processes, BYD auto service stores will conduct evaluations and provide warranty services free of charge to customers to restore the functionality of their vehicles.

"Three Guarantees" period[15]

The warranty period for private cars is 6 years or 150,000 kilometers (whichever comes first), while the warranty period for core components is 8 years or 150,000 kilometers. Additionally, there is a lifelong warranty for the power battery cells.

24-hour rescue service

Arrive at the scene within 2 hours for locations within 100 kilometers, within 4 hours for locations between 100 and 300 kilometers, and within 8 hours for locations beyond 300 kilometers.

Remote diagnostic service

Provide remote diagnosis and technical support for customers with no need for them to visit the store.

Used Car Service

Used car platform

Launch an officially certified used car platform to provide customers with a fair and reassuring experience for used car replacement.

Comprehensive inspection and repair

Utilize advanced battery capacity algorithms and OEM level repair techniques to ensure the condition of every certified used car is authentic and transparent.

Nationwide quality assurance and lifelong warranty for the "three electrics"

Provide nationwide quality assurance service for sincere certified used cars, along with a lifelong warranty policy for the "three electrics" (battery, motor, and electronic control)

No-reason return and exchange service

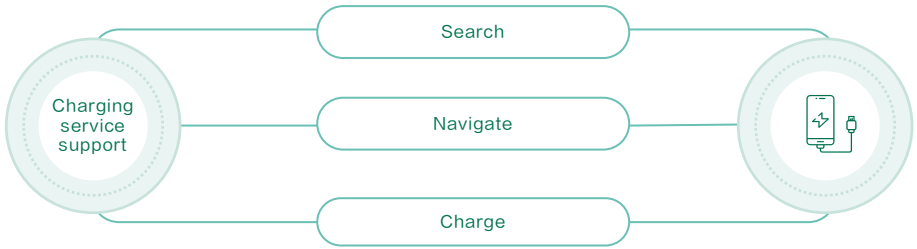
BYD's officially certified used cars provide customers with a 10-day or 500-kilometer no-reason return and exchange service, offering consumers additional safeguards when purchasing a car.

[15] Please refer to the paper version of 'BYD Auto Three-Package Voucher and Warranty Manual' issued with the vehicle for the specific content of the three-package voucher for household automobiles.

[16] Applicable to the scope of operation in China, subject to the actual sales of service vouchers provided

In addition, we have constructed a comprehensive charging pile network to meet the diversified charging needs of our customers, ensuring that they can enjoy convenient and efficient charging services at all stages. In collaboration with partners such as State Grid Corporation of China and Shell, our charging pile network is extensive, covering multiple cities including Shenzhen, Shanghai, and Xi'an. And our charging piles are compatible with various charging protocols. We have formulated the *BYD Technical Standards for Sincere Service to Doorsteps Private Pile Installation*. By conducting strict quality control over charging pile materials and installation process through measures such as safety month for private pile installation and inspection of charging pile, we ensure users' safety in the use of charging pile in all aspects.

In 2024, the BYD Ocean series introduced an upgraded charging service that supports "search, navigate, and charge" functions. Through the App, users can easily locate charging piles and check their availability. The navigation feature allows for one-touch directions to the nearest charging site. Additionally, users can initiate charging by scanning a code and monitor the charging progress in real time.





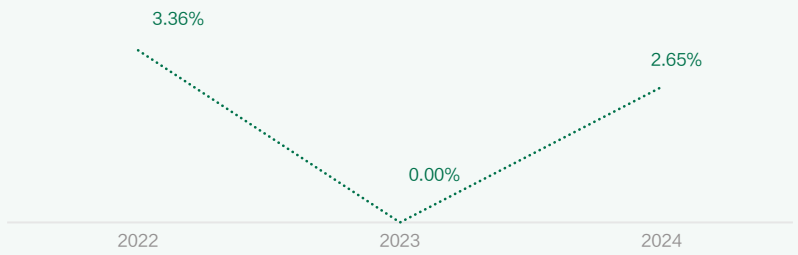
BYD Charging Pile

While enhancing physical services, BYD is also committed to upgrading the intelligent and digital after-sales services. We have an independent research and development team of more than 200 people with a full range of independent IT research capabilities. Using intelligent vehicle technology, BYD has provided innovative solutions for after-sales services of new energy vehicles, fully leveraging their characteristics in terms of intelligence, networking and sharing, to create online functions such as service reservation, car pickup and delivery, courtesy car, parking service, and real-time access to service progress. The launch of Sincere Changlian 2.0 system realizes the online intelligent management of the whole business chain of after-sales service, which facilitates more refined management of workshops, more efficient after-sales service, and more transparent vehicle maintenance.

We have strictly followed the relevant requirements of the *Defective Vehicle Product Recall Management Regulations*. Our *BYD Automobile Defective Product Recall Procedure* clearly defined requirements for information filing, creation and maintenance of databases, confirmation of recall conditions, domestic recall (including verification of recall information, voluntary recall, and ordered recall), and international recall. We conduct in-depth analysis and evaluation of products suspected to have defects. Once a problem with the product vehicle is confirmed, we will promptly halt production and sales, and actively report to the relevant government departments. At the same time, we communicate the details of the defects and the solutions to the vehicle owners in a timely manner, and submit a summary report of the recall plan in accordance with government regulations to ensure that the issues with the defective vehicles are handled effectively and in compliance, thereby reducing any adverse impacts.

This year, BYD recalls 113,380 vehicles worldwide. To ensure the safety of users, we identify and rectify the potential safety hazards of vehicles in a timely manner through the recall mechanism to reduce the risk of accidents.

Product Recall Rate in the Past Three Years[17]



Percentage of products recalled for safety and health reasons

[17] The number of recalls in 2022 and 2023 discloses changes from last year's report. Based on data from the State Administration of Market Supervision, the statistical calibre is the number of vehicles recalled in the current year/total sales in the current year

Customer Engagement and Satisfaction

BYD diligently collects opinions from customers, fostering close ties with customers through diverse channels. By leveraging a year-round accessible online platform encompassing APP, applet, and social media, along with occasional offline events, BYD promptly communicates the latest product updates and collects customer feedback. We have established a customer service hotline and complaint feedback system, and formulated a series of customer complaint management methods, such as the *BYD Customer Service and Communication Management* and the *BYD Auto After-sales Customer Complaint Management Process*. Customer service personnel handle complaints from various channels and assign cases through the intelligent customer service system to the corresponding service stores for follow-up and closure, ensuring continuous improvement in service quality and rapid and effective resolution of customer complaints.

Meanwhile, customers can submit their complaints and feedback through third-party institutions (e.g. the China Consumer Association, the National Platform of Consumer Dispute Resolution, the State Administration for Market Regulation, and 12365auto.com). Upon receiving external complaints, we will assign tasks to our stores for targeted improvement and maintenance. In 2024, BYD achieved a prompt resolution rate of 96% for after-sales complaints, and responded to customer complaints within an average of 13.68 seconds.

BYD Customer Communication Channels



We regularly conduct customer satisfaction surveys, including NPS[18], a VOC+ monitoring system, car buying satisfaction, delivery satisfaction, and test drive satisfaction. By listening to customers' opinions and suggestions from multiple dimensions, we carefully analyze their feedback and promptly implement improvement measures. Based on the survey results, we adjust product designs, refine service processes, and formulate new service strategies.

In 2024

The annual NPS remained above **95%** points

[18] NPS (Net Promoter Score) survey is a method for measuring customer loyalty and satisfaction. It reflects the overall satisfaction and loyalty of customers towards a brand, service, or product. It is an important metric for quantifying the favorability customers have towards a company and their willingness to promote an enterprise positively.

BYD Customer Service Honor List in 2024 (Partial)

National Quality Reputation Guarantee Product
China Association for Quality

National Quality Reputation Guarantee Product
China Association for Quality

National advanced quality and integrity enterprise
China Association for Quality

Excellent Consumer Rights Service Station
Shenzhen Pingshan District Consumer Council Office

2023 China Automotive After-sales Service Consumer Reputation Excellence Brand Award
China Automobile Dealers Association

2024 Digital Pioneer Enterprise
2024 Practical Entrepreneur Summit Award Ceremony

China Automotive Golden Wrench Award – Customer Trust Award
China Auto Market periodical office, Sohu Auto, and Auto Driving & Service

People's Craftsmanship Service Award BYD Dynasty Excellent service
People's Daily Online

Third Place in Renewable Energy Vehicle Brand Rankings
China Automotive Maintenance and Repair Trade Association

First Place for Song PLUS Renewable Energy Vehicle SUV
China Automotive Maintenance and Repair Trade Association

Third Place for BYD e2 in Renewable Energy A00 and A0 Class Vehicles
China Automotive Maintenance and Repair Trade Association

Second Place for Dolphin in Renewable Energy A00 and A0 Class Vehicles
China Automotive Maintenance and Repair Trade Association

The second China Automobile Buffett Munger Dalio Award – Value Preservation Ratio Award in 2024
The organizing committee of the Buffett Munger Dalio Award

After-sales Service Benchmark Brand
12365auto.com

04

A TALENT POOL FOR INTELLIGENCE-DRIVEN DEVELOPMENT

Upholding the talent development concept of "performance evaluation for meritocrats appointment; competition and selection for differentiated allocation; inheritance and sharing for diversified development", BYD through continuous business-focused management innovation and service optimization, is committed to stimulating the vitality of the organization, enhancing the competitiveness of talents, and creating a fair, just, harmonious and innovative development environment for employees, thereby boosting our business. In addition, the Company actively carries out care activities for employees. We care for their mental health, coordinate the relationships among employees, and between employees and managers, so as to increase team cohesion and tenacity.

Targets and metrics in this chapter:

SDGs



HKEX ESG Reporting Code

GD-B1, KPI-B1.1, KPI-B1.2, GD-B2, KPI-B2.3 GD-B3, GD-B4, KPI-B4.1, KPI-B4.2

SZSE Guidelines

Innovation-driven, Technology Ethics, Product and Service Safety and Quality, Data Security and Customer Privacy Protection

ESRS

S1-1, S1-2, S1-3, S1-4, S1-5, S1-6, S1-7, S1-8, S1-9, S1-10, S1-11, S1-12, S1-13, S1-14, S1-15, S1-16, S1-17

GRI Standards

2-23, 201-3, 3-3, 401-1, 401-2, 403-1, 403-2, 403-3, 403-5, 403-6, 403-7, 403-8, 404-2, 404-3, 405-1, 406-1, 408-1, 409-1



Employee Rights

As a MNE with global influence, BYD always upholds the core employment principle of "people-centered management and capacities-based recruitment". We strictly obey the guiding principles established by the ILO (International Labor Organization), the OECD (Organization for Economic Co-operation and Development), the UNGC (United Nations Global Compact) and regulations specific to the local workplace where we operate. We continue to respond to the demands of employees, improve working conditions, foster a fair environment, and protect employees' human rights.

We respect and protect the legitimate rights and interests of our employees by establishing a sound employee rights and interests protection system, with our business operations, value pursuit and brand building all based on a strong commitment to respecting human rights. We strictly prohibit child and forced labor, as well as harassment, abuse, violence and any form of discrimination in the workplace. We have established a labor and human rights management system based on *Social Accountability 8000 (SA 8000)*, and have formulated *Human Rights Policy Statement of BYD Group* and the *Labor Human Rights Protection Policy of BYD*, fully and systematically protecting the legitimate rights and interests of employees.

We regularly sign collective contracts with our workers. Through collective negotiation, we enter into written agreements on matters such as labor remuneration, working hours, rest and vacation, labor safety and health, vocational training, social insurance and employee benefits.

> Hangzhou Base of Business Division of Commercial Vehicles Obtained SA 8000 Certificate

After internal self-assessment and external independent audit, the Hangzhou base of Business Division of Commercial Vehicle successfully obtained the SA 8000 certificate, marking the excellent practice of Hangzhou factory in social responsibility management.



In 2024

The labor union coverage of BYD within China was **85.35%**, and the coverage of the employee congress was **100%**.

We have formulated the *BYD Labor Union Management Regulations* to strengthen the standardization and construction of labor unions, so as to ensure their sound operation and safeguard the legitimate rights and interests of employees. BYD Labor Union Federation actively participates in the decision-making of major matters involving the vital interests of employees, and builds a labor dispute mediation platform. Regulations and major issues concerning the BYD workers' vital interests are deliberated and decided upon by the Workers' Congress.

We fully protect employees' right to know, to participate and to supervise, solicit their opinions and suggestions extensively, and encourage employees to participate in the democratic management of enterprises. Adhering to the principles of fairness, justice, openness and transparency, we effectively stimulate the enthusiasm of employees to participate in communication, and improve democratic management. We have also set up the Labor Dispute Coordination Committee, which is responsible for the publicity of legal knowledge, communication of opinions and suggestions, dispute mediation and other functions. It is composed of representatives of employees, representatives of enterprises and representatives of labor unions, promoting the establishment of harmonious labor relations through standardized and orderly operation.

While protecting the rights and interests of our employees, we will continue to enhance the labor and human rights management system throughout the process. We regularly review and update relevant policies, and conduct regular checks on labor risk management to ensure that our partners effectively protect the rights and interests of workers in terms of working practices, conditions and wages. We continue to improve the way we investigate and assess labor risks to better assess the effectiveness of labor protection measures across our business and value chain.

Labor Human Rights Protection System of BYD

- Prohibition of child labor
- Prohibition of forced labor
- Prohibition of disciplinary or violent treatment
- Employee remuneration and rest
- Equal development
- Protection of female workers and underage workers
- Human rights complaint procedure
- Anti-discrimination and harassment
- Guarantee of freedom of association and collective bargaining

In 2024, there were no instances of child labor employment, child labor use, or human trafficking in BYD's own operations that violated company policies or relevant laws and regulations.

Employment

BYD is committed to building a fair and transparent employment management system to support the Company's sustainable development with adequate human resources. We understand that our employees are the cornerstone of our business, and the key factor to promote corporate innovation, growth and competitiveness. Therefore, we strictly comply with labor regulations in China and other locations where we operate, ensure that all employment practices comply with legal requirements, and provide comprehensive social insurance benefits to employees to ensure that every employee can enjoy various rights and interests granted by law. In terms of employee resignation, we have established standardized resignation procedures in accordance with relevant laws and regulations to protect the legitimate rights and interests of employees who leave.

Recruitment Management

BYD complies with the *United Nations Convention on Human Rights*, the *Universal Declaration of Human Rights*, the *United Nations Guiding Principles on Business and Human Rights*, as well as the employment laws and regulations of China and other locations where we operate. By integrating various standards systems regarding quality management, occupational health, environmental safety and social responsibility, BYD has established a set of sophisticated code of conduct and systems for human resources management. BYD strictly follows the guideline of "equal opportunity, recruitment based on capability", eliminating discrimination against nationality, race, gender, and religion in recruitment and prohibiting forced labor, labor trafficking, child labor, and other labor practices that violate human rights.

We have formulated a number of recruitment management regulations, such as the *BYD Recruitment Management Regulations* and the *BYD Child Labor and Juvenile Worker Management Procedures*, to standardize key recruitment processes such as submission of recruitment requirements, interview screening, employment approval and probation period management, so as to ensure fairness and transparency in recruitment management and lay a solid foundation for building a healthy and fair working environment.

Based on human resource planning, we implement relevant plans and forecast demands according to business development, and actively explore new recruitment methods and channels to enhance independent recruitment capabilities and improve talent density. Moreover, we have built an internal talent pool, and encourage talents to pursue career development and accumulate experience. This practice ensures the balance between human resource demand and supply, and optimizes the deployment of human resources, thereby propelling the Company's business development.

We vigorously collaborate with government departments such as the Human Resources and Social Security Bureau and the Employment Bureau, while simultaneously establishing various employment channels and platforms to attract local workers.



Recruitment Management Channels

Social recruitment

Recruit elite talents in the society, select high-level, high-tech, and sophisticated talents in the industry according to the professional level, and make up for the experience shortcomings in the team. In 2024, we introduced more than 14,000 elite talents of all kinds.

Graduate recruitment

Cooperate with the schools to deepen the four industrial talent segments, comprehensively layout the blank professional positions in the industry, and build a deepening technical and management talent team, to promote the bright future development. In 2024, we recruited 11,000 recent graduates, covering more than 500 position categories and over 400 majors.

Internal recruitment

Build the internal human resource pool, cultivate the foundation for the development of compound talents, provide reasonable personnel flow, constantly optimize the suitability of posts, quickly meet the demand, and reduce the cost of human recruitment. In 2024, the internal talent flow covered nearly 8,000 employees, reducing the number posts from external by more than 800.

Blue-collar recruitment

Comprehensively decompose the types and needs of skill posts in various industries, cooperate with high vocational technical schools, and concentrate on promoting the industrialization of scarce skills. Open all kinds of online recruitment platforms, fully opening up cross-regional recruitment information barriers.

In 2024, we offered jobs for 753,000 individuals.

In 2024, we received high praise from both domestic and foreign applicants and won several employer awards and honors.

2024 Global Talent Magnet Employer
LinkedIn

Employer of Choice 2024
HRoot

Best Companies To Work For In Asia
HR Asia

The Most Talent-Cherished Employer
Boss Zhipin-ECHO

Best ESG Practice Employer
CIIC ACMCODER





Human Resources Awards (Partial)



Equality and Inclusion

BYD is committed to building a diverse talent pool. In the *Human Rights Policy Statement of BYD Group*, we explicitly commit to respecting the diversity of talents and preventing discrimination against employees and applicants based on nationality, race, gender, region, religion, employment form, etc. We provide equal employment opportunities for our employees, oppose any form of discrimination and encourage an inclusive work environment that respects different opinions, views and beliefs.

In the process of realizing the global development strategy, BYD always insists on providing employees with equal and inclusive diverse talent training programs and activities, and establishes a talent training system that conforms to local regulations and culture according to local characteristics, so as to ensure that all employees can get fair development opportunities. At the same time, BYD actively carries out transnational cultural exchanges and integration to create a dynamic, respectful and inclusive working environment and atmosphere.

> Brazilian Base Women's Committee – WISE-Women in Search of Excellence

To promote equality and inclusiveness and create an inclusive and friendly working environment for all female employees, the Brazilian Base has set up a Women's Committee "WISE-Women in Search of Excellence", which is committed to strengthening the voice of women and promoting the discourse power of women within the company.

One of WISE's main goals is to create a safe and collaborative exchange space for raising and discussing gender issues and developing initiatives to promote equity and diversity inclusion. In 2024, WISE successfully conducted 4 training courses covering topics such as group discussion for female managers, gender-based domestic violence (in collaboration with WISE), mothers' group discussion, initiatives to promote male participation in ending violence against women to effectively create an inclusive environment for equal development.

> Chinese-Brazilian Language and Culture Bridge

At the Brazilian base, we give full play to the outstanding advantages of the company's bilingual talents and build a solid bridge between Chinese and Brazilian languages and cultures. We carefully organize two Portuguese and Chinese language training sessions every week. In the interesting and interactive classroom, the language communication between employees is smoother, the cooperation is more tacit and efficient, and the cultural collision creates brilliant sparks.

In 2024

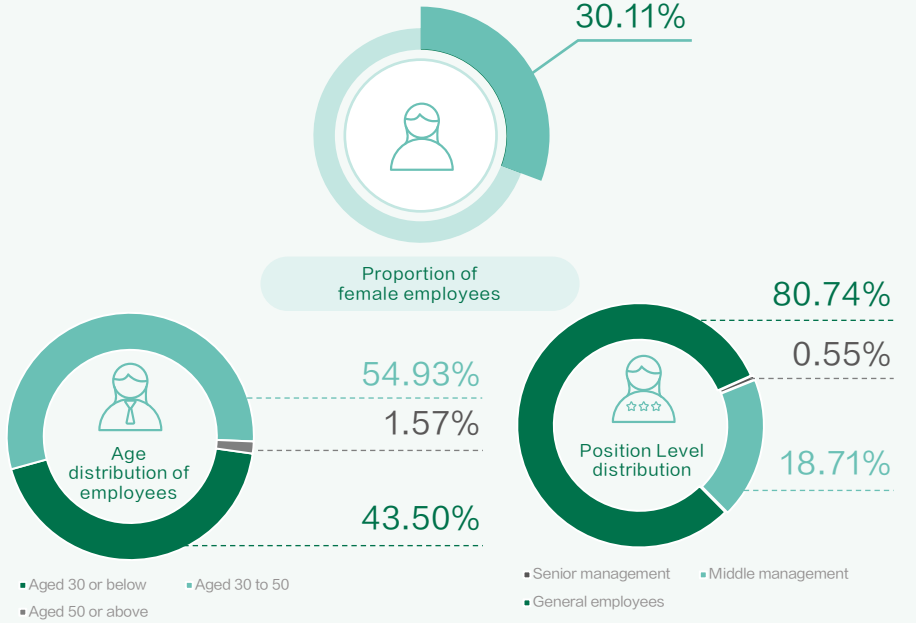
In 2024, we had 0 incidents of employee discrimination.

We respect the unique customs and habits of various regions and nationalities around the world. In keeping with this commitment, we organize and actively participate in local activities with ethnic festival characteristics, such as the "March 3" Festival in Guangxi, the "Employee Dance" Competition in Vietnam, Songkran folk activities in Thailand, and Christmas celebrations with our European employees. These activities drive global cultural integration, fostering equality and inclusion. They promote mutual understanding and recognition among employees from different backgrounds, improve cross-cultural awareness of multi-national employees, build bridges for cross-cultural communication, and enhance employees' sense of belonging and involvement.

In 2024

BYD had about 968,000 employees worldwide, including about 95,000 ethnic minorities and 4,630 disabled employees.

In 2024, the proportion of female employees, the age distribution of employees, and the position level distribution of employees are as follows



Talent Training and Development

BYD has established a unique talent training system, established a multi-level and comprehensive learning development organizational atmosphere, continuously improved the company's talent competitiveness, and consolidated the thickness of talents.

In order to better cultivate and retain talents, BYD has designed and established a multi-channel talent training system for employees in terms of management, technology, skills, and specialties, and has set up corresponding training projects for different groups of employees. Through case teaching, mentorship system, Tiejun training camp, combination of training and practice, etc. By leveraging the philosophy "cultivating excellence with excellence, allowing success to replicate success ", we continuously improve the talent echelon' s competitiveness.

In terms of employee career development, BYD aims to establish a fair and just talent development platform. Through management indicator evaluation, technical title certification and skill level certification system, we have built a multi-talent development channel of "management, technology, skills, and specialties".

Based on the principles of clear responsibilities, separation of powers and responsibilities and risk prevention, we strictly control the rationality and effectiveness of post setting, laying a solid foundation for each business module of human resources and ensuring the normal operation of the Company's business.

Promotion Mechanism

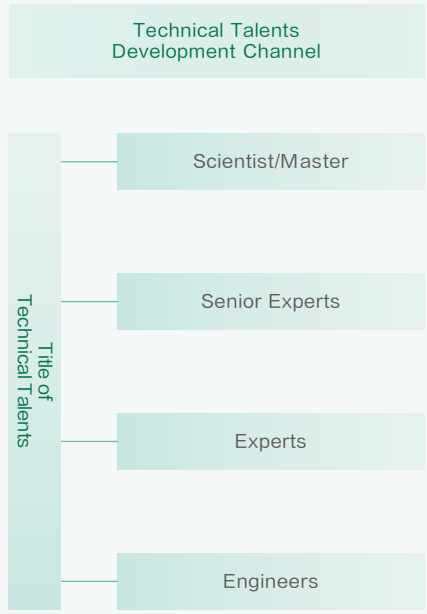
BYD is committed to building a multifaceted talent development channel and insists on building a transparent and fair promotion mechanism, which provides a fair promotion environment for employees and ensures that each employee's efforts and talents are treated fairly.

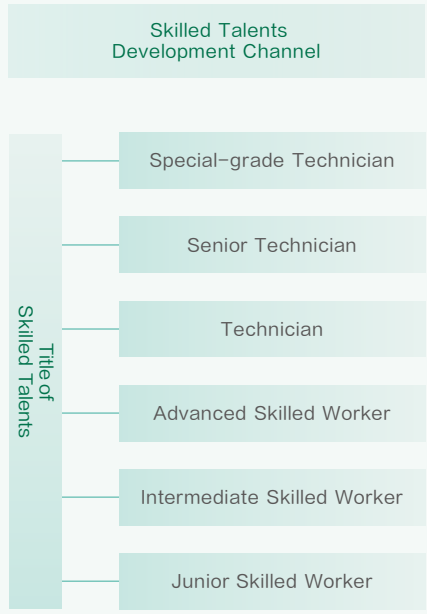
We attach importance to the career development channel for talents by establishing a scientific promotion mechanism, to fully mobilize the initiative and enthusiasm of all employees. To guarantee the development of technical personnel, we have inaugurated the internal title system for technical personnel titles. This system customizes promotion and development paths for technical personnel, and clearly specifies that their promotion should be based on key evaluation indicators such as technical achievements and capabilities. In addition, we integrate the Company's competitive culture into talent development. Management personnel are ranked based on comprehensive performance competition, while technical personnel are evaluated based on technical strengths. This approach enables comprehensive competition among both technical and non-technical talents.

We will keep reviewing the promotion mechanism to ensure that the promotion policy is fair and effective to stimulate the potential of employees. We will also tailor our talent development strategy based on employees' feedback and business needs to adapt to market changes and support business growth. In addition, we will continue to offer frontline employees opportunities for learning and skill development. Specifically, we will expand the coverage of more skill types, improve the certification pass rate, and provide seamless conversion paths for skilled talents between the skill channel, management channel and technical channel. These measures are designed to promote employees' personal development and career advancement.

In 2024

Over **106,000** technology professionals were granted technical titles, and many people were distinguished with expert titles or higher.





Talent Training System

The competition of enterprises is ultimately the competition of talents, and talents are BYD's most valuable wealth. BYD insists on the independent cultivation of talents by formulating the *BYD Training Management Regulations*, establishes a talent cultivation mechanism covering all employees, continuously improving the multi-level and sub-type talent training system.

◆ Empowerment of New Employees

We have tailor-made a training camp known as "Future Star" for recent graduates to support the development of new employees. In addition, we have established a new employee training system covering five levels, i.e., the Group, business unit, business division, department and post, and implemented an all-round mentoring mechanism to focus on the growth of recent graduates and help them quickly adapt to the identity transformation from students to employees.

We adhere to the talent training concept of integrating training into practice, that is, to enhance the ability of new employees via daily work practices. BYD dares to employ the recent graduates, and knows how to arrange them in an appropriate manner. They can participate in projects, undertake topic researches, and execute tasks at BYD. Thus, they have the opportunity to assume the key role in projects, and make important contributions to the rapid development of the Company.

◆ Cultivation of Management Talents

We continue to roll out the management talent training program that cater to employees at various levels, including grassroots, middle management, and senior management. On the basis of the Group's leading direction and taking into account the needs of the business and employees, the business divisions carried out talent training programs for different management levels in 2024, including "Team Leader Pioneer Training Camp", "Section Chief/Workshop Director Training" and "Manager Training Course".

> Team Leader Pioneer Training Camp

The team leader is the manager of the smallest production unit on the production line. Their comprehensive quality, position cognition and spirit directly affect the production and operation results. Thus, we attach great importance to the management ability of team leaders and have organized a series of training courses called "Team Leader Pioneer Training Camp". We provide standardized training content for team leaders through standardized operation tools, whole-process work guide manuals and related training materials, so as to comprehensively improve their management and leadership abilities.

> Workshop Director Training

The workshop is a core unit in the production and operation process. As the organization head, workshop director plays a vital role in on-site production management, cost and quality control, team development and construction. We have carefully designed BYD's characteristic workshop director induction certification training system. By learning the excellent cases and experiences of workshop directors, we, based on the production practice, solve the problem of talent training with BYD's own experience. By 2024, full coverage of training of workshop directors was achieved, which helps strengthen the overall strength of the workshop director team, inexhaustibly propelling the long-term development of the Group.

◆ Skilled Talent Training

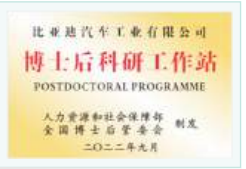
Based on the Company's business development, BYD builds a special skilled talent development channel according to the industrial and post characteristics, establishes a vocational skilled talent evaluation system and a skilled talent grade system to better motivate the development of employees. While building professional development channels for skilled talents, we continue to optimize our independent training system for skilled personnel, and actively explore and execute diverse training models. We have established a professional development program for all our employees.

In 2024

We endogenously trained more than **57,800** skilled personnel.

We established a postdoctoral innovation practice base for postdoctoral talent training in 2017 and one of China's first national postdoctoral scientific research stations for a scaled postdoctoral training in 2022. By 2024, we had formed a new pattern of postdoctoral training with "three stations and four bases" in Shenzhen, Chongqing and Xi'an. In accordance with the concept of "cultivating excellence with excellence, letting success replicate success", we will implement the policy goal of "high-quality postdoctoral training, high-quality" transformation of scientific research achievements and improvement of new quality productivity ", and jointly cultivate BYD's first-class postdoctoral team with 15 first-class universities, first-class mobile stations, first-class disciplines, and first-class tutors.

Up to now, the training scale has exceeded 1,600, and now there are nearly 1,400 postdoctoral fellows on the station, leading the country in scale, and the outbound retention rate is as high as 100%. BYD's postdoctoral group has become a new force and leading talent in the company's technological innovation and promoting the company's vigorous development. It has contributed wisdom and strength to realizing "technological innovations for a better life".



Postdoctoral Scientific Research Workstation



> BYD Wins Multiple Awards in Doctoral and Postdoctoral Innovation and Entrepreneurship Competition of Guangdong-Hong Kong-Macao Greater Bay Area

In November 2024, BYD won 1 Gold Award, 2 Bronze Awards and 2 Excellence Awards in the "2nd Doctoral and Postdoctoral Innovation and Entrepreneurship Competition of Guangdong-Hong Kong-Macao Greater Bay Area", which ranked the first in Guangdong Province, and it was BYD's first time to win the gold in the competition, achieving the breakthrough from 0 to 1 and creating the historical record of BYD's first gold and the largest number of awards.



The 2nd Doctoral and Postdoctoral Innovation and Entrepreneurship Competition of Guangdong-Hong Kong-Macao Greater Bay Area

In 2024

BYD postdoctoral fellows applied for 1 special grant from the China Postdoctoral Science Fund, which was the Group's first postdoctoral project approved;

The postdoctoral fund funded 6 projects, and the number of awards won ranked first among private enterprise workstations in China;

BYD postdoctoral fellows applied for 472 patent applications and 1,273 projects;

132 patents were granted and 241 projects were authorized.

◆ Educational Support

With the support of local trade unions, we launched the "Yuanmeng Plan" to carry out education and assistance activities for all employees. Through the " Yuanmeng Plan", we provide educational resources and subsidies to employees, which are well received by the majority of employees, helping them realize their university dreams and promoting the transformation of junior industrial workers to middle and senior industrial workers.

In 2024

229 employees participated the " Yuanmeng Plan".

◆ Development of a Digital Learning Platform

BYD actively promotes the construction of a digital talent training platform, and has built an E-learning online learning platform, so that employees can acquire knowledge at any time and anywhere. It also provides a good bearer for BYD's knowledge extraction and experience inheritance through the online learning platform.

Compensation and Benefits

Compensation and Incentives

BYD has established the *BYD Compensation Management Policy* to build a scientific, fair, reasonable and value contribution oriented compensation system. We make progress together with our employees. We strive to ensure that their performance results, professional competence, length of service and other factors are fairly and appropriately reflected in their compensation. We regularly update the applicable wage standards in each region to ensure that the remuneration packages of all employees meet local regulatory requirements. At the same time, we continue to improve the pay raise mechanism, so that compensation is directly linked to the Company's business performance and employees' contributions, creating a positive interaction. We also continue to optimize the profit-sharing mechanism, to create a more favorable working atmosphere and better development potential for employees, helping them to realize their career dreams and increase their personal value.

We have short-, medium- and long-term incentive mechanisms that link performance assessment, incentive pay and talent development. We seek to attract and retain talented and pillar employees and encourage them to create long-term value through equity incentive plans. We provide a length of service award to recognize and reward our hardworking, dedicated and outstanding employees who have been with us for many years.

By the end of the reporting period

We have invested more than RMB **1.8 billion** in the Employee Share Ownership Plan ("ESOP"), benefiting nearly **12,000** employees.

Performance Assessment

We respect the diverse abilities of our employees and seek to ensure that each employee is fairly and appropriately rewarded for their growth and contribution. We have formulated the *BYD Employee Performance Management Regulations* and follow the principles of "differentiated allocation and tilting to top performers based on fair competition and performance assessment". Systematic and comprehensive performance management will continue. Our performance assessment system is a combination of goal management and KPI management strategies. Assessments are conducted on a monthly, quarterly and annual basis, with an emphasis on process management and the application of assessment results. Employee performance assessments are personal goal-oriented and are designed to assess employees on their work performance, work attitude and work skills. Employees participate in the performance management process throughout the year based on the priorities and key objectives for team goal management. At the same time, our team leaders and members will communicate and share the results of the performance assessment in their daily work. In this way, the assessment results can be used to improve performance and a PDCA cycle for performance management is achieved.



Employee Benefits

We are committed to providing our employees with a comprehensive and fair compensation and benefits system that not only complies with applicable laws and regulations and local market conditions, but also takes into account the standard of living of our employees. We provide all of our employees with benefits in the form of activity funds, medical funds and phone bill subsidies for living expenses, children's education and medical care. We also provide non-compensation benefits such as medical and health care, children's education, staff dormitories, staff canteens, zero down payment car purchases and home purchases.

We offer a range of benefit options to meet the different needs of our employees. Employees working in certain environments and in certain positions enjoy night shift, hard post, support, relocation and other allowances. We also offer other benefits such as phone bill and car allowances. Skills grants are available to encourage employees' personal development and growth.

We ensure that all employees are entitled to annual leave, maternity leave, marriage leave, funeral leave and paternity leave in strict compliance with local laws and regulations on working hours and leave. The right of employees to take paid leave according to their needs is guaranteed. Female employees are fully protected during pregnancy, breastfeeding and childbirth in accordance with applicable regulations. In addition to the basic pregnancy test leave, maternity leave and breastfeeding leave, we have comfortable breastfeeding rooms at many of our sites across the country, creating a people-centered and caring working environment.



Company Single Dormitory



Breastfeeding Rooms



Staff Canteen

In addition, we focus on employees' core needs such as housing and commuting, and strive to enhance employees' sense of belonging and happiness. To solve the housing problems of employees, we provide various channels such as welfare housing purchases, staff dormitories, talent apartments and housing subsidies to provide housing security for employees in the park.

We have added commuter buses and upgraded their software and hardware facilities to make commuting more convenient for our employees. We have phased out old vehicles and are implementing the new energy concept to replace fuel vehicles with new energy vehicles. At the same time, we have carefully built commuter infrastructure, adding queue barriers to ensure orderly and safe rides. Using the "BYD Bus" system, our IT-based travel system, our employees can track the location of the bus at any time, so they don't have to worry about missing the bus or confirming the bus information repeatedly. The system also has a stop reminder function. Employees select the stop after boarding the bus, and the mobile phone automatically reminds them when they arrive at the station. This service makes commuting more convenient for employees and increases their identification with our brand.

In 2024

BYD's shuttle buses covered 30 industrial parks across the country. The number of shuttle bus routes increased to 276. The shuttle buses made **308,867** trips throughout the year, transporting approximately **38,602,677** person-times of employees.



Shuttle Buses



SkyRail in the Industrial Park

To ease employees' burden of children's education, we have founded the BYD School. The BYD School integrates international educational resources and inherits BYD's innovative genes. Emphasizing comprehensive quality and special talent cultivation, the school provides our employees' children with high-quality learning resources. We also provide local primary school enrollment information for employees in some regions to help them get their children into school quickly.

We take care of employees in difficulty, and our employees actively help each other. Our sincere care and love help employees quickly get out of trouble and build a warm family.



BYD School

Employee Care

Employee Communication

BYD attaches great importance to employees' ideas and opinions, and respects and protects employees' right to freely express themselves. In order to ensure efficient communication between employees and the Company, we have established a multi-level and multi-dimensional communication system, forming a four-level communication channel of "Group-Park-Division-Factory Workshop".

By building an internal platform and feedback system, we can speed up information transmission and processing and improve communication efficiency. We have launched the "HR Face-to-Face" mini program embedded in the company's corporate WeChat, covering all employees. Using IT information technology and the Internet, employees can provide real-time feedback through the mini program. In order to ensure that communication channels are known to employees, we put up promotional posters on the factory floor and regularly strengthen the promotion of communication channels in employee meetings and training.



HR face-to-face



Human Resources IP Dilili

In addition to Written communication and Online channels, the company also holds symposiums and reception days to listen to employees' voices

Face-to-face communication

- Face-to-face communication involves direct and in-depth exchanges with employees to listen to their valuable suggestions.
- In 2024, we held multiple events, including "Plant Manager Reception Day", "Workshop Roundtable Discussion" and "HR Face-to-Face". All these activities were aimed at building a barrier-free communication bridge with our employees.

Written communication

- Written communication channels include the "General Manager's Mailbox", "Employee Suggestion Box" and "Bulletin Board", where all employees can share their thoughts and contribute their insights and feedback.

Online channels

- For online channels, we have created multiple QR code entry points and widely promoted them throughout factory workshops. This initiative aims to enhance employee participation through technological means.
- Additionally, we have embedded an "HR Face-to-Face" mini-program in our corporate WeChat to ensure that communication channels are accessible to all employees.

Employees' opinions should not only be heard, but also receive timely feedback and handled. We have established a comprehensive employee complaint handling mechanism, with multiple complaint channels such as internal e-mail system and anonymous complaint platform. When employees encounter unfairness or infringement of personal rights and interests, they can provide feedback to the business division or HR department. In order to ensure the effectiveness of the complaint mechanism, we regularly evaluate and optimize the effectiveness of the complaint channels, and investigate employees' awareness and trust in the complaint channels by issuing anonymous questionnaires, so as to optimize and improve the complaint mechanism.

Employee Care

"1234" Employee Care System Methodology

Employee Care System

1 Center

Employee Care Center

- Talking
- Assessment
- Wellness Education
- Counseling
- Mindfulness
- Training

2 Platforms

Competition platform	Publicity platform
Annual EAP Project Competition	Corporate Wechat Official Account: EAP For Employee Care

3 Key Approaches

Hardware	Training	Research
• Set up psychological counseling rooms • Establish configuration standards for psychological counseling equipment	• Internal mental health trainers • Professional EAP project team	• Group mental health surveys • Frontline employee engagement surveys

4 Services

- Wellness Lecture Series
- Peace of Mind Program
- Happiness Project
- AI Counseling

◆ Staff Home and Happy Parks

With the active advocacy of local communities and the full support of our labor unions, we have established the "Staff Home" and enhanced both indoor and outdoor cultural and sports facilities, to create a diversified space that integrates leisure, entertainment and learning for our employees. The "Staff Home" and parks are equipped with a wide range of cultural and sports facilities and functional areas, including gym, basketball court, library, chess room, psychological counseling room, dance and yoga studio, table tennis room, billiards room, and community fitness area. These facilities are designed to meet the leisure needs of employees, promote a healthy work-life balance, and enrich the extracurricular cultural lives of our employees.



Staff Home

In addition to our facilities, we organize a variety of employee care activities to enhance employee happiness. In 2024, we held "Happy New Year" activities in 64 parks across the country to celebrate the New Year with our employees; In the same year, we held BYD's 30th Anniversary Celebration, the 11th BYD Athletics Games and the "Happy Family Month" activities. Among them, a total of 15,000 people participated in the factory celebration games, nearly 400 athletes participated in the competition, 14 people broke the record, and the number of views of the cloud photo album reached 38 million. The number of participants and the scale of the holding were the highest in history, fully demonstrating the unity of BYD people spirit of cooperation and hard work. Family Month activities enable employees to immerse themselves in the happy time of Family Month through photo shooting and punch-in, garden events, band and dance performances. At the same time, it also organizes charity sales for all employees and their families, providing rich forms of interactive activities such as interactive interaction with handmade intangible games, singing, photos of Hanfu, band performances and other interactive activities. In addition, we also organized employee activities such as "Dichang Music Festival", "Empty Nest Youth Social Party" and "New Year's Day Party" to encourage employees to achieve work-life balance through various employee care activities.



Employee Dragon Boat Festival activities



Dichang Music Festival

◆ Mental Health

We set up an employee care center system, connected and integrated various care resources, and built a digital, timely and personalized online mental health service platform, which integrates various functions such as psychological counseling, psychological science popularization and worries to provide one-stop mental health services. Our employee mental health service system was selected as the "2024 Guangdong Trade Union Employee Mental Health Service Position and Employee Mental Health Service Excellent Project" by the Guangdong Provincial Federation of Trade Unions.

We established the Employee Care EAP official account. Adhere to the principle of "interesting, useful and informative", we build a publicity and service position for mental health services. Set up a "Heart Drift Bottle" to provide replies and suggestions to employees in need through peer-to-peer replies or anonymous answers through tweets. Interesting assessment and professional questionnaire, understand one's personality, stress state, etc., and provide them with targeted development suggestions to promote self-growth. Regularly push psychological science articles, such as emotional adjustment, interpersonal communication, stress coping and other topics, popularize and disseminate psychological knowledge, and improve emotional adjustment ability. The employee care platform is far ahead in reading volume among the same type of WeChat official account, and is deeply loved by employees.

We have carried out the standardized construction of psychological consultation rooms to provide employees with a comfortable and private consultation environment, and through cooperation with local trade unions and professional third-party consultation agencies, we have built new high-standard psychological consultation rooms in many parks across the country, equipped with professional psychological counselors. We protect the physical and mental health of employees.

With the core concept of "foresight, prevention and protection", we launch the Employee Peace of Mind Plan, and regularly provide employees with comprehensive preventive measures and relevant knowledge such as anti-fraud reminders, disease prevention and natural disaster prevention through training lectures and posters every quarter, so as to enhance employees' self-protection ability.

We also conduct employee health lectures, actively establish contacts with streets, communities and hospitals, closely focusing on the "employee-centered" concept, and regularly invite experts to conduct training lectures covering self-exploration, emotional regulation, workplace psychology, parent-child education, physiological health, skills improvement, etc., with an overall training satisfaction rate of 95%.





◆ Employee Satisfaction

We have established an employee satisfaction NPS evaluation system and conduct employee satisfaction survey every year. The survey dimensions include job happiness, job satisfaction, engagement, psychological stress, etc., accurately capture employees' demands, wishes and feelings, and continuously optimize employee service and management.

In 2024

BYD conducted a total of
4 employee NPS surveys for all employees.

We interpret the care for our employees with practical actions and actively promote employee satisfaction. In 2024, we made every effort to promote the implementation of improvement measures by conducting in-depth surveys and visits and by listening to the voices of our employees. With regard to shuttle buses, we visited and checked 73 routes of 11 parks where commuter buses are available, and pushed the responsible departments to solve the outstanding problems in key parks, and to meet the commuting needs of employees by increasing the frequency and adjusting the routes.

In the canteen cost-effective special improvement, we visited 74 canteens in 36 parks, interviewed staff to collect opinions, and summarized and fed back staff's opinions, so as to push for rectification. In response to employees' network signal needs, we visited 15 parks to test 124 points, and worked with responsible departments and carriers to solve signal problems and ensure smooth office networks.

In terms of upgrading the living hardware and facilities, in 2024, we launched a comprehensive replacement of dormitory facilities to enhance living comfort. Meanwhile, gymnasiums, basketball courts, stadiums and other cultural and sports facilities were put into operation one after another in various parks. Through this series of initiatives, we have been able to effectively solve the practical problems of our employees, enhance employee satisfaction in all aspects, and strengthen their sense of belonging and happiness.

Additionally, we conduct psychological surveys among employees. These surveys are a cornerstone of our efforts to build a comprehensive psychological service system and advance group-wide mental health management. At the end of 2024, we meticulously planned and conducted the "Employee Mental Health Status and Service Willingness Survey". The survey contained comprehensive questions, covering employees' current needs for psychological services and their actual usage. Based on the survey results, we conducted an in-depth assessment of individual mental health status and carefully evaluated their emotional well-being. Moreover, the questionnaire explored organizational factors influencing employees' mental health, such as work pressure and workload. This holistic approach enabled us to gain a detailed understanding of employees' psychological states and to develop more effective support strategies.

In 2024

Among the employees who participated in psychological research,
88.2% were aware of mental health services; and 71.6% had participated in mental health activities.



Occupational Health and Safety in Production

Occupational Health and Safety Management System

Prioritizing occupational health and safety, BYD has established the core guiding principle of "reverence for life and safety in development", and is steadfast in its commitment to achieving the ultimate goal of "zero accidents". To this end, we continuously improve our safety management system by formulating and regularly updating policies such as the *BYD Safety and Health Policy*, the *BYD Safety Production Liability System*, the *Emergency Management Measures for BYD Production Safety Accidents*, the *BYD Occupational Health Management Measures*, and the *BYD Safety and Environmental Supervision and Inspection Management Measures*. We also continuously refine internal regulations, including the *BYD Management Regulations on Classification and Grading of Potential Safety and Environmental Hazards*, *the BYD Management Regulations on Star Rating of Safe Factory*, *the Measures for the Management of BYD Safety and Environmental Documents and Archives*, and the *BYD Equipment and Facility Safety Management Requirements*. These measures ensure seamless integration and efficient operation across all levels, from top-level design to grassroots implementation.

In 2024

BYD's ISO 45001 occupational health and safety management system covered **19.62%** of our employees.

We have established BYD's internal occupational health and safety management system standards in accordance with the ISO 45001 standard, and our internal standards management covered **100%** of our employees.

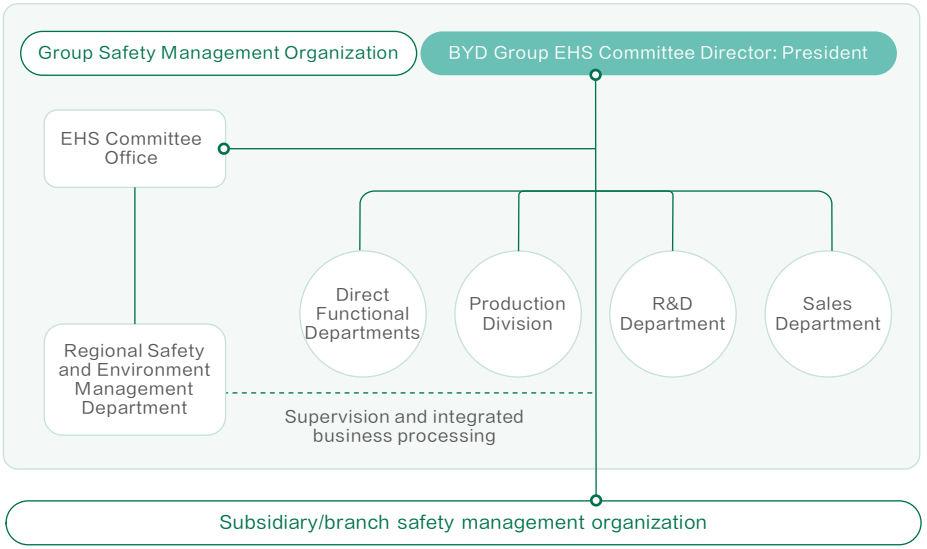
We have established a comprehensive occupational health and safety management structure, clearly defining responsibilities at all levels and enhancing our long-term safety mechanism. The BYD EHS Committee serves as the highest decision-making body for safety management, with the Company's President acting as the committee head and assuming full responsibility for production safety management. Quantitative performance indicators such as accident incidence rate, accident fatality rate, and hidden danger rectification rate have been established for this purpose. The BYD EHS Committee regularly evaluates the safety and health management performance of various departments, with assessment results directly linked to the performance-based compensation of the respective responsible persons.

Safety Management Responsibilities at All Levels

BYD EHS Committee	Co-ordinated planning	Being responsible for the development of the Company's overall safety and health strategies, guidelines, policies and objectives, ensuring that they are in line with the Company's development strategy.
	Major decision making	Making decisions and handle major safety and health accidents and incidents of the Company, and deploying the necessary resources to ensure that the problems are properly solved.
	Supervision and approval	Approving company-level safety and health management systems, work project plans and funding programs, supervising the implementation of each department to ensure the effective implementation of policies.
Safety and Environmental Management Department	Collection and interpretation of regulations	Collecting and identifying domestic and international regulations, standards and rules on occupational health and safety, environmental protection, energy saving and consumption reduction to provide accurate regulatory basis for the Company's decision-making.
	Target management analysis	Leading the formulation, decomposition and summary analysis on achievements of BYD's occupational health and safety, environmental, energy saving and consumption reduction targets, providing data support for continuous improvement.
	System construction and maintenance	Organizing BYD's publicity activities on occupational health and safety, environment and energy saving and consumption reduction; organizing the safety and environmental impact assessment of new construction, alteration, expansion and relocation projects (engineering); and organizing the signing of contracts for environmental protection facilities, safety and environmental protection assessment projects, and hazardous waste treatment, to ensure the smooth implementation of the Company's environmental protection work.
Other Departments	Implementation of laws and regulations	Being responsible for the full implementation of occupational health and safety and environmental laws and regulations, standards and the requirements of the Company's management system, to ensure the effective implementation of the provisions at the grassroots level.
	Target decomposition and assessment	Decomposing BYD's occupational health and safety, environment, energy saving and consumption reduction targets in detail at all levels of the division, and conducting statistics and assessments on the achievement of the targets to motivate employees to actively participate in safety and health management.
	System establishment and maintenance	Being responsible for the specific establishment, implementation, maintenance and certification audit of the division's environmental, occupational health and safety management system to ensure that the system continues to operate effectively.
	Project information management	Collecting information on new construction, reconstruction, expansion and relocation projects of the division, and declaring them to the Quality Office in time, so as to cooperate with the Company to do project management.

We have clearly defined our production safety responsibilities and targets, which are systematically cascaded and implemented across all organizational levels. Production safety committees and dedicated safety management departments have been established at the company, business division, factory, and park levels to coordinate and manage safety-related affairs. At the same time, we enforce a production safety responsibility system that involves every employee. Through extensive publicity and the signing of production safety responsibility statements, we ensure that management personnel at all levels are fully accountable for production safety within their respective areas of responsibility.

Safety Management Structure



In 2024

100% key safety management personnel at BYD signed the *Production Safety Responsibility Statement*.

In the past three years, the number of BYD employees' work-related fatalities was 0. Furthermore, we actively advance the development of the EHS information platform. By integrating multiple dimensions such as compliance management and safety operation control, we have established a comprehensive EHS information system for BYD Group, significantly enhancing management efficiency.

Health and Safety Risk Management

We rigorously implement hazard identification and risk classification and control based on a dual prevention mechanism, moving the safety defense line to the source of accidents. Through stringent inspections and management, we nip potential hazards in the bud. We have established a comprehensive risk classification and control mechanism. Under this mechanism, we conduct regular and thorough risk identification and assessment to create a dynamic risk list. This list is integrated into the QMS for hazard identification, classification, and control, enabling effective monitoring and management of hazards at different levels. We also urge personnel at all levels to inspect key areas and implement corresponding control measures.

Based on the risk list and inspection results, we continuously adjust and optimize risk control measures to enhance the relevance and effectiveness of risk management practices. By harnessing the monitoring and data analysis capabilities of the EHS information platform, we continuously optimize business processes and enhance management efficiency.

In 2024

BYD's internal safety audits covered 100% production-based business divisions.

Additionally, we have established a comprehensive process for emergency response and accident investigation, clearly defining the procedures and mechanisms for accident reporting, investigation, handling, and corrective actions. In the event of a health and safety incident, on-site personnel immediately report to their department head, who then promptly informs the EHS Committee Office. The EHS Committee Office organizes relevant departments to form an investigation team to thoroughly examine the causes and course of the accident, and to propose handling recommendations and countermeasures. Based on the investigation results, we severely punish the responsible divisions and individuals. The responsible divisions are required to develop and implement corrective measures, while the EHS Committee Office tracks and supervises the implementation of these measures to ensure their effectiveness.

Furthermore, we have launched a foundation-strengthening program for the factory EHS system. Grounded in the ISO 45001 and ISO 14001 standards, we have established the occupational health, safety, and environmental star rating assessment standards. This standard encompasses internal audits, self-assessments, and coaching to quantitatively evaluate the maturity of each factory's EHS management level.

The Group's safety and environmental management department conducts comprehensive audits and supervision of occupational health management across all factory parks. This includes inspection of on-site hazards detection, employee health surveillance, distribution and use of personal protective equipment, and the effectiveness of protective facilities. These measures ensure the effective implementation of policies and provide genuine protection for workers' occupational health and safety.

◆ Health and Safety Assurance Mechanism

We have set up a sound health and safety protection mechanism to proactively arrange pre-job and on-the-job medical examinations, as well as post-job medical examinations for risky positions for our employees, which cover occupational diseases such as pneumoconiosis and noise deafness. Tailored to the production characteristics and hazardous factors in our factories, we have established labor protection standards and regularly distribute personal protective equipment to safeguard our employees' health.

Regarding supplier management, we have developed EHS audit and admission criteria for suppliers. Through safety briefings upon entry, safety training, regular safety and environmental inspections, and management meetings, we guide our suppliers to continuously improve their systems and standards. This ensures that they meet our supply chain safety management requirements and that we work together to safeguard the safety and health of suppliers' employees.

In 2024

Occupational medical examinations for employees exposed to hazardous factors achieved coverage rate of 100%.

BYD completed occupational health check-ups for about 200 thousand employees and established health monitoring records for them.

Safety Culture

◆ Health and Safety Training

To enhance overall safety awareness and improve safety skills across all positions, we conduct annual production safety training to boost employees' risk prevention capabilities. We have established a systematic safety training framework and formulated the *BYD Management Measures for Occupational Health, Safety, and Environmental Education and Training*. These measures are designed to deliver targeted safety education and training courses to different employee groups. We implement the "Three-Level Safety Education for New Employees" and the monthly "Safety Education for In-service Employees". Additionally, we have developed targeted safety training courses for various management levels, including grassroots management, safety and environmental management personnel, newly promoted managers, as well as general managers, deputy general managers, plant managers, and department heads. For special trades and specific positions, we have designed dedicated safety training and re-education programs to enhance safety awareness across the entire workforce.

Beyond regular safety training, we organize a variety of promotional activities through diverse formats, including competitions, online learning, offline events, and emergency drills. These activities include the "Rising Star Training," "100-Day No Accident Campaign", "Safety Month" and "Fire-fighting Month". Active participation from key safety leaders, such as the President and General Manager, mid-level safety and environmental management cadres, as well as current and new employees, has effectively enhanced safety responsibility awareness across all positions.

In 2024

Aa total of 11,952 occupational health and safety trainings were conducted, with a total duration of 657,444 hours, and more than 320,000 employees participated.

> Emergency Safety Training by BYD Europe

At our base in Netherlands, we strengthen our employees' safety awareness through safety training. In April 2024, we carried out training for the company's emergency response personnel to ensure that employees mastered knowledge and skills such as fire response skills, medical first aid, evacuation guidance, and emergency scenario judgement and decision-making, to enhance employees' emergency and safety response capabilities, and to build a safety culture in which all employees are involved and everyone is responsible.

> Safety Month Activities

In June 2024, we carried out a series of safety month activities under the theme that "Everyone talks about safety, everyone knows how to respond to emergencies – open up the corridors of life". We implemented a number of special safety actions in the parks to enhance the safety awareness of all employees through safety culture infiltration projects. Besides, we have set up a visual monitoring platform named "EHS Exposure Platform + Red and Yellow Cards and Seals", created an immersive "Life Corridor" emergency experience space, and carried out the "Safety DNA" employee empowerment program, to create a safety culture with full participation of all employees.



Safety Month Activity

> Fire-fighting Month Activities

In November 2024, with the theme of "Fire Prevention for All, Life First" and the practice of "Prevention First, Combination of Prevention and Elimination", we held the activities of upgrading the fine management of the key fire fighting areas. We carried out fire emergency drills to implement the goal that "all staff can escape and respond to emergencies", and performed activities such as firefighting skills competitions and the selection of "firefighting emergency stars" to improve the professional ability of BYD's firefighting team and enhance the awareness of firefighting and fire risk alertness of the entire staff. All aimed to reduce fire hazards.



Firefighting Competition Site



05

A RESPONSIBLE SUPPLY CHAIN FOR MUTUAL GROWTH

The quality, resilience and sustainability of the supply chain are critical to business operations and production. We are committed to full lifecycle management for suppliers. We prioritize evaluations on environmental and social risks of suppliers while providing support for them. In this way, we aim to build a responsible supply chain and foster the prosperity of the entire industry ecosystem.

Targets and metrics in this chapter:

SDGs



HKEX ESG Reporting Code

KPI-B5.2, KPI-B5.3, KPI-B5.4

SZSE Guidelines

Supply Chain Security

ESRS

S2-1

GRI Standards

2-24, 3-3, 308-1, 414-1



Supply Chain Management

BYD adheres to the procurement principles of fairness, transparency (with traceability), and competition. By establishing and improving mechanisms for supplier admission, review, and evaluation, it ensures compliant operations and practices the concept of green procurement, leading to sustainable development of the upstream and downstream of the industry chain.

Supplier Lifecycle Management

We have established a series of internal policies, including *the BYD Procurement Management, BYD Supplier Onboarding, Utilization, and Exit Management Regulations, BYD Supplier Audit Management Detailed Rules, and BYD Production Materials Supplier Performance Assessment Management Detailed Rules*. These form a comprehensive supply chain management system covering the entire process from supplier application for admission, audit, performance management and removal. This ensures that suppliers comply with laws and regulations in aspects such as environmental protection, social responsibility, and corporate governance, thereby reducing supply chain risks.

Supplier admission

- Implement sustainable management requirements for suppliers, requiring them to sign the *Code of Conduct for BYD Supplier* and *the BYD Supplier Anti-Commercial Bribery Commitment*, and to *complete the Corporate Social Responsibility Survey.*
- Conduct on-site inspections and evaluations for new suppliers, covering aspects such as product quality, labor and human rights, and environmental protection, with the inclusion of a veto clause.

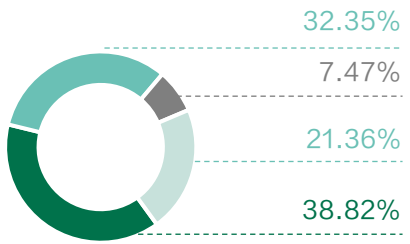
Supplier audit and evaluation

- Quality audit: Implement monthly scoring and quarterly grading for suppliers, and manage cooperation on new projects by regularly adjusting supplier grades
- Annual audit: Conduct on-site and video audits for all production materials, with 100% coverage of qualified suppliers expected to be achieved within 1 to 3 years Audits will be triggered immediately in the event of significant anomalies
- Key raw material audit: Conduct a mineral supply chain investigation for suppliers whose products contain or whose manufacturing processes use key materials such as tantalum, tin, tungsten, and gold.

Supplier removal

- Suppliers with audit issues or those who have committed illegal or non-compliant acts are required to make timely corrections. If the corrections do not meet the requirements after the deadline, cooperation with them will be halted.

Proportion of Suppliers by Region



During the onboarding of new suppliers, we conduct on-site audits to review and confirm their qualification compliance and the absence of any illegal or non-compliant activities. Suppliers that do not meet the requirements will fail the audit.

In 2024, during routine audits and assessments of suppliers within our system, we conducted a total of 2,474 on-site audits for suppliers within our system. 23% of the suppliers were downgraded and lost their eligibility for new project cooperation due to not meeting BYD's requirements regarding quality systems, qualification thresholds, laws and regulations, environmental protection, labor rights, and other aspects.

We focus on supply chain risk management and have established internal regulations, including the *BYD Risk Management* and *BYD Procurement Risk Management Procedures*. We have set up a procurement risk response team under the Group Risk Management Committee to strengthen the identification and control of supply chain risks. We manage supply chain risks through multiple dimensions such as price fluctuations, safety production, occupational health, energy conservation and environmental protection, and labor relations, developing and implementing corresponding solutions.

The Global Battery Alliance (GBA) is the first global battery association created by the World Economic Forum (WEF). Our subsidiary, FinDreams Battery Co., Ltd., has joined the GBA to better integrate into the international industry chain, jointly address industry supply chain risks, and commit to providing strong support for the sustainable development of the global electric vehicle market.

Supplier Empowerment

We work closely with our suppliers, using platforms such as supplier conferences to promote the ESG philosophy, guiding and encouraging suppliers to actively participate in sustainable procurement initiatives.

In 2024

we organized **4** annual exchange conferences and **75** technical exchange meetings for suppliers.

> Supplier Conference

In 2024, BYD held the New Energy Vehicle Core Supplier Conference and the first Thailand Supplier Exchange Meeting. At these events, BYD introduced to suppliers its latest measures and strategic directions in the areas of integrity, quality, and procurement. This enhanced suppliers' understanding of the requirements related to the procurement system, processes, and policies. BYD continues to deepen mutual trust and cooperation with suppliers and collaborates with them to create a more integrity-focused and open business environment.



Supplier conference

In 2024, we launched a comprehensive supplier quality training program, actively encouraging suppliers to adopt automated equipment and establish a sound management system for such equipment, ensuring the stability and traceability of process parameters. At the same time, we implement rigorous day-to-day management procedures, including daily layered audits, weekly quality meetings, and monthly on-site visits by dedicated engineers. These measures enable us to proactively identify and resolve over 13,371 issues, thus ensuring that products meet strict quality standards from sourcing to final delivery. This collaborative approach drives mutual progress with our suppliers.

> Supplier Quality Training

In January 2024, we launched a "BYD Supplier Quality Management Requirements" training program for our suppliers. We used two approaches, including bringing suppliers to our headquarters for centralized training and sending SQE engineers to conduct on-site training at supplier locations. The training covered a range of topics, including digital quality management, rapid response, management of second-tier suppliers, high-end vehicle model management, and overseas resource allocation. We provided detailed insights into the Group's quality goals and requirements to boost suppliers' understanding and skills in quality management. In total, the training reached 736 suppliers.



Responsible Supply Chain

BYD adheres to responsible procurement, continuously improves the ESG management system within the supply chain, actively promotes green purchasing, gradually increases the localization rate of the supply chain, and advocates conducting business in a responsible and sustainable manner.

Supplier ESG Management

BYD adheres to the guidelines set forth by organizations including the United Nations Global Compact (UNGC), the International Labor Organization (ILO), the Organization for Economic Cooperation and Development (OECD), and the Responsible Business Alliance (RBA) and other regulations. In line with these principles, we have formulated internal policies such as *the BYD Supply Chain ESG Management Regulations*, which outline the requirements for suppliers regarding labor standards, occupational health and safety, environmental management, and more. We also maintain ongoing assessment of our suppliers' ESG performance.

In 2024, we issued *the Code of Conduct for BYD Supplier*, requiring new suppliers to sign agreements such as *the Code of Conduct for BYD Supplier* and *BYD Supplier Anti-Bribery Commitment*. We conducted on-site audits for newly onboarded suppliers and did not identify any significant risk veto items.

ESG Dimensions	Requirements for Suppliers
Labor Standards	Suppliers are required to comply with labor-related laws and regulations in China and other applicable countries and regions. They must adhere to all applicable laws, regulations, and ordinances that prohibit forced labor. Suppliers must ensure that no form of forced labor is used, that child labor is not employed at any stage of their operations, and that employees are guaranteed rights to freedom of association and collective bargaining.
Equality and Diversity	Suppliers are required to treat employees fairly and promote equal job opportunities and treatment for all employees, ensuring that they are not discriminated against based on race, color, age, gender, ethnicity, religion, belief, or any other similar factors.
Occupational Health and Safety	Suppliers are required to provide a safe, healthy, and pollution-free working environment for their employees. They shall ensure that physical conditions such as temperature and noise levels in the workplace are in compliance with legal standards, and minimize potential hazards in the workplace to the greatest extent possible.
Environmental Protection	Suppliers are expected to establish a management system that meets the requirements of IS0 14001 and make continuous improvement. They shall prioritize the use of clean energy and resource conservation, pay attention to the control of toxic and harmful substances in products, and ensure that their products and services comply with environmental regulations such as the EU's RoHS, REACH, POPs, and the US's TSCA.
Integrity Management	Suppliers are required to maintain the highest standards of integrity and honesty in their business dealings with BYD. They must not engage in any activities aimed at obtaining, retaining, or otherwise securing any improper benefits.
Avoiding Conflicts of Interest	Suppliers shall strive to maximize the interests of both parties and avoid any conflicts of interest between the personal interests of their employees and the interests of BYD. If a potential conflict of interest is identified, it shall proactively disclose and report such issue, and actively take internal measures to eliminate that conflict.

We established a responsible mineral procurement management mechanism in accordance with *the OECD Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas* (referred to as the OECD Guidelines), *the Corporate Sustainability Due Diligence Directive*, and *the Guidelines for Responsible Management of Mineral Supply Chains in China* issued by the China Chamber of Commerce for Import and Export of Metals, Minerals & Chemicals (CCCMC). This policy involves investigating the mineral supply chains of suppliers that include or use key materials such as tantalum, tin, tungsten, and gold in their products or manufacturing processes, ensuring that smelters, refiners, and mines involved in the supply chain meet responsible mineral management requirements.

In 2024, based on the Conflict Minerals Reporting Template (CMRT) and the Extended Minerals Reporting Template (EMRT) from the Responsible Minerals Initiative (RMI), we formulated *the BYD Due Diligence Questionnaire for Critical Minerals Suppliers* to conduct due diligence on suppliers doing business with BYD. The number of smelters and refiners certified by RMI exceeds 200. In the future, we will continue to expand the scope of responsible mineral supply chain due diligence, improve the due diligence mechanism, and develop and supervise corrective action plans for issues identified during the investigations.

Additionally, we will gradually launch supply chain ESG management training for procurement personnel in the future, aiming to enhance their awareness of the importance of ESG, ensuring that they can strictly assess and monitor suppliers' ESG performance when selecting and managing suppliers, and promoting sustainable development of the supply chain.

> ESG Management System Training

In 2024, we conducted offline training on Sustainable/Responsible Supply Chain Management. The training covered contents such as compliance requirements in supply chain management, sustainable procurement systems (such as ISO 20400), processes and systems for conflict minerals management, and supply chain due diligence. This training enhanced the procurement staff's understanding of sustainable procurement policies and requirements.

Green Procurement

We always adhere to green procurement. To this end, we have established a sound green procurement system of "green suppliers and green raw materials" that integrates environmental protection and resource conservation into our procurement activities. We also explore low-carbon and efficient transportation methods and reduce the use of packaging materials, as part of our efforts to advocate for the development of a circular economy.

Procurement Localization

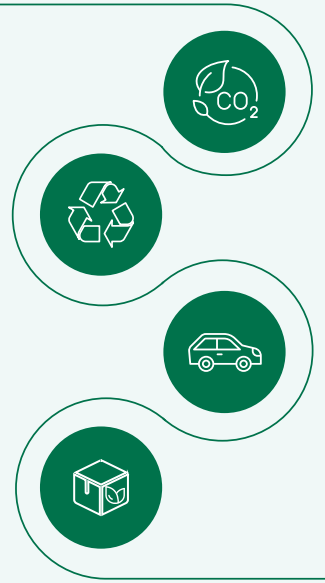
BYD highly values coordinated development with local suppliers. In 2024, immediately after our Thailand base was established, BYD organized engagement events with local suppliers to introduce our procurement systems and policy requirements, promoting compliant business operations among suppliers, and gradually increase the localization rate of the supply chain.

Green Raw Materials

- Use environmentally friendly materials to reduce the use of harmful substances. For example, the foot mat materials of automobiles have been gradually changed to TPE as TPE foot mats do not contain formaldehyde, which is environmentally friendly and odorless.

Green Packaging

- Promote the recycling of logistics packaging boxes. For example, gradually replace the cartons and wooden packaging boxes used in the transportation of battery pack products with the recyclable blister box to reduce resource waste.



Green Assessment Mechanism

- Require suppliers to provide ISO 14001 and other relevant system certificates based on material characteristics.
- Include the inspection of incoming materials for Highly Specific Prohibited Materials (HSPM) and the signing of environmental management material standards in the performance evaluation criteria.

Green Logistics

- Utilizing environmentally friendly transportation methods, such as promoting low-carbon maritime transport.

> Building a Global Green Transportation Network

BYD is actively constructing a global green transportation network, accelerating the transition into a new era of low-carbon transportation. In terms of self-owned transportation capacity, BYD has equipped all eight of its roll-on/roll-off vessels operating on the China-Europe route with liquefied natural gas (LNG), a clean energy source. In 2024, 12.4% of BYD's exported vehicles went overseas on ships powered by clean energy. In the selection of partners, BYD gives priority to suppliers who use clean energy, working together to practice the concept of low-carbon transportation.



Vessels equipped with clean energy

Supply Chain Integrity

BYD continually strengthens the development of integrity and honesty mechanisms across its supply chain, and maintains a zero-tolerance attitude towards corruption within the supply chain. We have established the *Compliance Management Rules for Business Partners of BYD*, encouraging partners to build their own anti-corruption systems. We also sign the *BYD Supplier Anti-Bribery Commitment* with all suppliers. These documents clearly define the requirements and code of conduct for all employees and suppliers. It is prohibited to provide any financial or other benefits, including loans, gifts, services or other payments, directly or indirectly to BYD employees and their associates, or any companies or individuals (third parties included) through supplier's staff or any third party.

We proactively take steps to prevent and control integrity risks around the key stages and risk points in the procurement process. We have clarified our procurement processes and implemented IT management for key procurement processes to ensure that procurement is efficient and transparent. We require all employees in procurement-related roles to rotate positions as per regulations, and conduct integrity training for them.

> "Tiejun Camp" Training

Integrity is the fundamental discipline for procurement roles. In 2024, we launched the "Tiejun Camp" to bolster the integrity awareness of our procurement team. By detailing the Group's integrity and compliance policies and sharing case studies, we help procurement staff gain an in-depth understanding of our integrity culture and relevant regulations. This training keeps the warning bell ringing loud and clear, reinforcing the mental fortifications of our procurement staff and guiding them to operate with unwavering integrity.

Additionally, we actively carry out business ethics training and publicity for suppliers through channels like our supplier conferences. During key times of the year, such as the Spring Festival and the Dragon Boat Festival, we send *A Letter to BYD Partners* to our suppliers, to enhance their awareness of honesty and integrity, striving to build a fair and transparent supply chain system.

If you discover any corruption within BYD's supply chain or need to file a supply chain-related complaint, you can reach out to us via email cgcts@byd.com. We maintain strict confidentiality throughout the complaint process. Any form of retaliation against the complaining party or individuals providing valid information is strictly forbidden. Violators will be dealt with severely in accordance with company policies. Those who break the law will be held legally accountable.



06

TECH FOR GOOD TO ENSURE A BETTER FUTURE

Since its founding, BYD has been deeply committed to a strong sense of social responsibility. To this end, we integrate social responsibility into our development strategy. As we operate with a steady hand, we closely monitor our impact on the community and actively engage in social responsibility initiatives worldwide to advance sustainable development with concrete actions. Our efforts span a wide range of areas, including generating employment, bolstering rural revitalization, enhancing urban traffic, supporting vulnerable groups, advancing inclusive education and healthcare, participating in disaster relief and recovery, and advocating for environmental protection. These community and charitable projects spread our warmth and optimism, demonstrating our responsibility and commitment to the communities. With an unwavering belief in the power of collective endeavor and shared actions, we are determined to extend compassion and drive positive change to a broader audience. By doing so, we help to build a sustainable and prosperous future.

Targets and metrics in this chapter:

SDGs



HKEX ESG Reporting Code

GD-B8, KPI-B8.1, KPI-B8.2

SZSE Guidelines

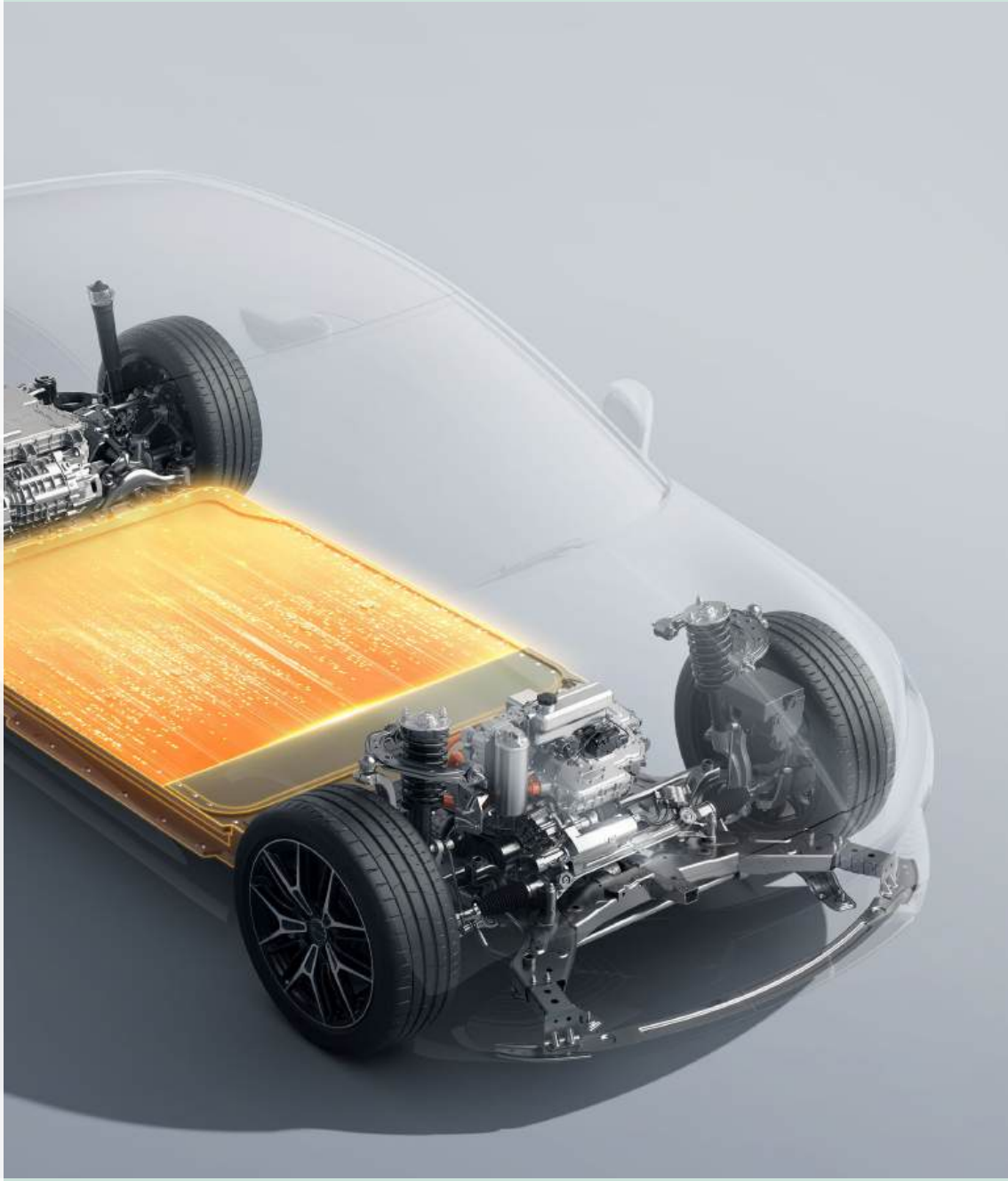
Rural Revitalization and Social Contributions

ESRS

S3-1, S3-2, S3-3, S3-4, S3-5

GRI Standards

203-1, 203-2, 413-1, 413-2



Community Impact

BYD has established an extensive network of production, sales and supply chains around the world, with far-reaching impacts on many communities involved in the value chain. We deeply understand the vital connection between business and community. To this end, we consistently prioritize community welfare in our quest for sustainable development. By generating employment and revenue, leveraging technology, disseminating knowledge, and providing resources, we enhance community growth and advancement, extending our positive influence. We remain vigilant about any potential adverse impacts on communities, and maintain active communication with communities. Various measures are taken for risk management, to ensure a harmonious balance between economic benefits and environmental and social responsibilities. This approach fully supports the global agenda for sustainable development.

Community Management and Communication

BYD places community management at the heart of its sustainability strategy. We are actively driving the development of community management policies. Through a structured mechanism that identifies, evaluates, and manages the impacts, risks, and opportunities within our communities, we foster a harmonious co-prosperity between our corporate growth and community benefits.

We highlight the potential risks to communities, strive to conduct our business activities under the principle of minimizing negative community impacts, and adopt standards surpassing regulatory requirements in many respects. In the site selection for our factories, we carefully evaluate wind patterns and frequencies, wind speeds, and terrain to reasonably plan our layout and effectively prevent unfavorable effects. Throughout our production and operation, we keep advancing our technology to improve environmental outcomes. For significant negative impacts, we have established diverse reporting channels, enabling affected community members to report misconduct or violations via hotlines, email, WeChat official account, or the official website. We will take appropriate remedial measures in response. For more information on our reporting mechanism, please refer to the Chapter I Governance Integrity and Credibility for Business Development.

BYD is committed to fostering a community that embodies inclusivity, equality, compassion, and harmony. We blend our business growth with the enrichment of community culture. We also actively engage with community livelihood, safeguard human rights, and address feedback through a variety of open and inclusive channels. These efforts ensure that our business activities are closely aligned with community needs. We sincerely listen to the voices and suggestions of various community groups and provide multiple communication channels such as open days, hotlines, and social media to engage effectively with residents. To ensure the effectiveness of the communication mechanism, we respond to residents' demands in a timely manner through the issue tracking mechanism. We continuously improve communication processes to ensure respect and response to their requests. In addition, we strictly abide by domestic and foreign laws and regulations to protect the rights and interests of all groups.

> BYD Shenzhen SkyShuttle's Second Anniversary with Open Day

On 28 December 2024, marking the second anniversary of the launch of BYD Shenzhen SkyShuttle, we hosted an exclusive Open Day event titled "Technology Study Tour". This event welcomed 100 community residents to engage in an immersive experience of the SkyShuttle's technology and services. Through tours of the control center and maintenance facility, residents received in-depth insights from the staff, and embarked on a dedicated journey aboard the Shenzhen SkyShuttle. They also gained a full understanding of the sophisticated technology and the meticulous process of maintenance and care that ensure the train's precise operations, and truly appreciate the enchanting experience of the green and intelligent transportation.

During the event, we held face-to-face exchanges with residents to answer their questions about the security and intelligence of the SkyShuttle, and collected their feedback and suggestions. This open day enhanced our communication with communities, further promoted the residents' recognition of smart travel solutions, and deepened the concept of green travel and smart city construction among the public.



Shenzhen SkyShuttle's Second Anniversary with Open Day

In 2010, BYD donated funds to set up the BYD Charity Foundation, a national private charity organization. Adhering to the concept of "Technological Charity", the foundation has used technology to help poverty-stricken areas, and technical products to provide disaster relief, to support educational development and help vulnerable groups in society, lighting up dreams with a single spark.

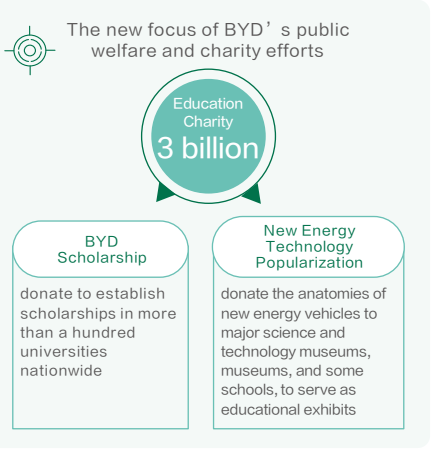
In 2024

The Group's donation expenditure amounted to

RMB29,965,000

Inclusive Education

Education serves as the cornerstone of national development and the source of community prosperity and technological advancement. “Education Charity” is the new focus of BYD’s public welfare and charity efforts. On December 30, 2024, we held the launch ceremony for the RMB 3 billion Educational Philanthropy Fund at our Shenzhen headquarters, announcing a plan to donate a total of RMB 3 billion to support the education charity initiative, which is designed to benefit both college and university students and the public. A portion of these funds will be allocated to establish scholarships in more than a hundred universities nationwide. These scholarships are aimed at recognizing and supporting outstanding students in completing their education, thereby aiding the country in nurturing more scientific and technological talents. The remaining funds will be used to donate the anatomies of new energy vehicles to major science and technology museums, museums, and some schools, to serve as educational exhibits. These donations are intended to ignite the passion for automotive technology and smart manufacturing among people, while also disseminating green technology knowledge to the broader community, thereby fostering the flourishing of China’s scientific and educational endeavors.



> BYD Scholarship Program

To align with the national strategy for invigorating China through science and education, and to further support university development and talent cultivation, we have initiated the “BYD Scholarship” program in more than a hundred colleges and universities. The primary goal is to inspire outstanding students and drive the progress of higher education. In 2024, the program awarded scholarships to over 800 outstanding students, with a total expenditure of RMB 16.2 million, showcasing our sustained investment and social commitment in educational endeavors. Looking ahead, we will continue to broaden the scholarship’s reach, nurturing more innovative and capable young individuals who will contribute their intelligence and strength to the nation’s technological advancement and social development.



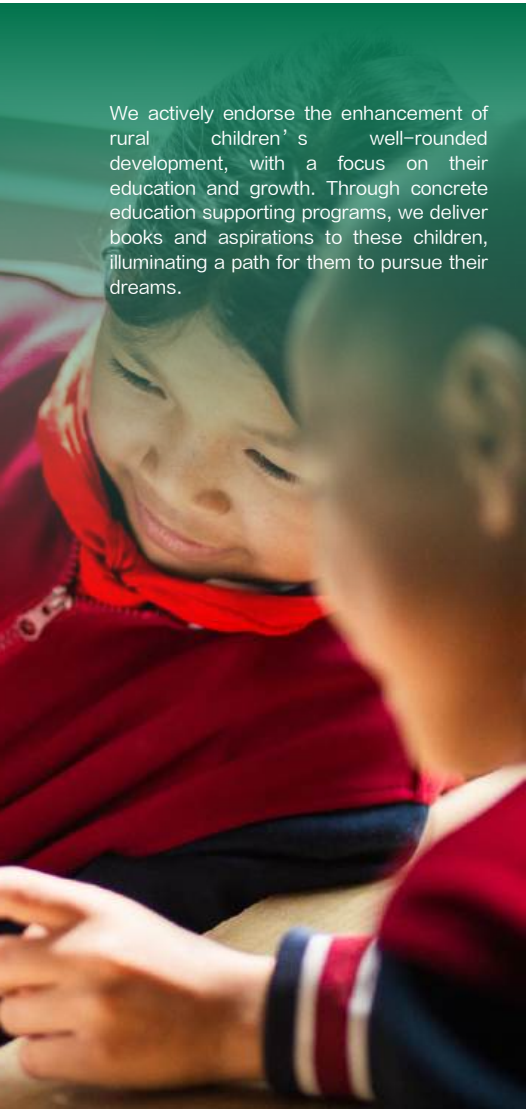
Launching Ceremony of BYD’s College and University Scholarship Program

> National Day Science Education and Study Campaign at Zhengzhou BYD Space – New Energy Vehicle Science Museum

From 29 September to 7 October 2024, Zhengzhou BYD Space – New Energy Vehicle Science Museum successfully held the National Day science education and study activities, attracting many groups including Zhengzhou No. 4 Middle School and the Federation of Trade Unions of Zhengzhou to visit. Guided by professional docents, visitors explored the evolution of energy in depth, gained insights into the scientific principles behind new energy technologies, and engaged with interactive devices to experience the latest technological advancements. The campaign helped citizens have a deep understanding of the importance of new energy, and aroused the interest and enthusiasm of students in scientific and technological exploration, further enhancing their technological literacy. Through the establishment of the science museum, we spread green science and technology knowledge and cultivate innovation awareness. We welcome more primary and secondary school students, university students and people from all walks of life with an open attitude, help cultivate more outstanding scientific and technological talents, and inject impetus into social development and a green future.



National Day Science Education and Study Campaign at Zhengzhou BYD Space – New Energy Vehicle Science Museum



We actively endorse the enhancement of rural children's well-rounded development, with a focus on their education and growth. Through concrete education supporting programs, we deliver books and aspirations to these children, illuminating a path for them to pursue their dreams.

> Reading Assistance Program for Rural Children in Gejiu, Yunnan

Since 2022, we have been directing funds to the Dandangzhe Foundation, collaborating on a reading assistance program for rural children, aiming to bolster the advancement of education in rural regions. By the end of the reporting period, the program had advanced to its third stage, with a total of 328 class reading corners in schools donated, benefiting 822 teachers and 12,700 students. In 2024, the program donated 151 class reading corners in schools in Gejiu of Yunnan, enriching the reading resources and providing the better reading environment for rural children. In the future, we will remain committed to rural education, offering tangible support to illuminate the path to a brighter future for children in rural areas.





Reading Assistance Program for Rural Children

> Charitable Program of Chinese Football Youth

In 2024, leveraging our role as an official partner of the European Cup, we launched the "Chinese Football Youth" initiative, a charitable program to open up new horizons for talented and dream-filled rural children across China's remote regions. Teaming up with Sun Jihai's youth training program, "Future Talents Selection", we selected a hundred young footballers from Xingren, Puan, Dafang and Zunyi in Guizhou, as well as from Liuba and Ningshan in Shaanxi, and Dalian in Liaoning. They were taken on a six-day football journey to Europe, where they not only experienced the atmosphere of a top-tier global event at the opening ceremony of the European Cup but also engaged in three exchange and friendly matches with clubs such as TSV 1860 München and TSV 1860 Rosenheim Youth. This program not only introduced the children to the world of top-tier international football but also instilled in them the drive to pursue their dreams and surpass their own limits.





Charitable Program of Chinese Football Youth

Regional Revitalization

Our production and operation have substantially benefited communities, especially by spurring economic growth in underdeveloped regions. By co-organizing special job fairs with communities, we actively promote employment and provide local residents with positions covering R&D, production, sales, etc. We are active in providing vocational training to improve the employability and competitive edge of residents. This economic boost has elevated community standards of living. Furthermore, we assemble localized production teams in our factories worldwide, helping more residents in less developed communities access to quality employment resources. We also conduct extensive training programs to enhance employees' professional technical skills, thereby supporting the economic and social development of the regions.

> Local Employment and Industrial Development Driven by Zhengzhou BYD

Since the launch of BYD Vehicle Base in Zhengzhou Airport Economy Zone in 2023, we had held numerous large-scale recruitment activities. We recruited tens of thousands of employees in 2024 and plan to recruit 20,000 employees at the beginning of 2025, significantly improving the local employment level, keeping labor dividends in the province through high-paying jobs, and directly promoting local consumption and economic growth. At present, more than 90% of the employees of the plant are from Zhengzhou and the surrounding cities. With the official production of Zhengzhou BYD, dozens of supporting parts companies have been introduced locally to quickly form new energy vehicle industry clusters. The product matching rate in Henan Province has reached about 55%, driving the development of the upstream and downstream industrial chains, indirectly creating supporting positions, and promoting technical upgrading of local enterprises in precision manufacturing, parts supply and other aspects. In addition, we regularly hold industry forums, technology exchange meetings and community open-day activities through the comprehensive platform of "Zhengzhou BYD Space". We attract local enterprises, schools and residents to discuss the development direction of the new energy industry, providing a platform to display achievements in industrial technology innovation and disseminate the concept of green development.

> Supporting Project for Women's Entrepreneurship in Brazil

In 2024, BYD Brazil and Solar Kits jointly organized six business fairs with the city of Campinas and Women's Reference and Support Center to provide a display and sales platform for local women entrepreneurs. The exhibiting products included handicrafts and food products, which had been produced by local female entrepreneurs themselves. This created business opportunities for women entrepreneurs, helped them expand market channels and enhance their economic independence. Such fairs promoted the development of the local economy and the growth of small and medium-sized enterprises. We supported women's entrepreneurship with practical actions and further strengthened our close ties with communities.





Supporting Project for Women's Entrepreneurship in Brazil

In addition, we actively participate in rural revitalization and construction, continuously cultivate domestic and foreign photovoltaic markets, and constantly promote the efficient development and utilization of abundant solar energy resources in remote areas. We help improve the energy mix in remote areas and promote the integration of local industries and the photovoltaic industry through innovative models, providing a stable source of income for local residents. This has improved the ecological environment, created more diversified economic opportunities for community residents, improved their quality of life, and injected green impetus into rural revitalization and common prosperity.

> Photovoltaic Pump Station Project in Yongsheng County, Yunnan

In Yongsheng County, Yunnan, the excessive exploitation of natural resources led to soil erosion and desolation, and numerous villagers went out to work because of livelihood. BYD Solar has built 30 photovoltaic pump stations in Yongsheng County, covering six townships along the Jinsha River, including Da'an, Shunzhou, Taoyuan, Pianjiao, Ludila and Renhe. The water supply difficulties of villagers on both sides of the Jinsha River were resolved, and the irrigated area was increased and improved by more than 30,000 mu. The barren mountains in the past have become a planting base for citrus, mango, grapes and other fruits. The income of villagers has increased significantly. The project provides the grid with 10.39 million kWh of clean electricity each year, saving 3,325 tons of standard coal. BYD Solar promotes a new model of "mutual supplementation between agriculture and solar energy" to promote ecological improvement, promote the development of featured agriculture, and bring green power generation benefits to local residents. It is also of positive significance to promoting energy structural adjustment, rural revitalization, and common prosperity.

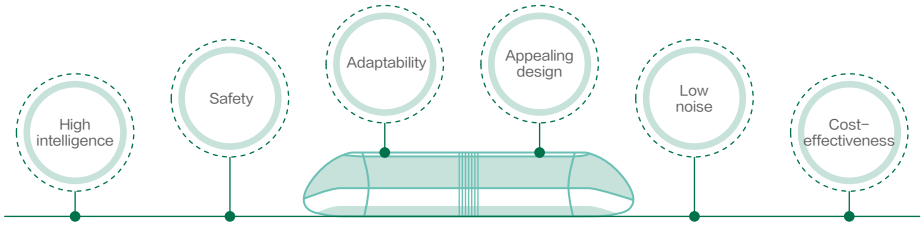


Yunnan Photovoltaic Pump Stations

Urban Traffic Congestion Management

Confronting the escalating challenge of urban traffic congestion, BYD provides practical solutions for communities through scientific and technological innovation to create green and convenient vehicles. We aim to improve urban traffic conditions and the life quality of residents, thereby making cities more habitable and ensuring smoother traffic flow.

We harness our capabilities in integrated innovation to strategically expand into the rail transit and new energy vehicle sectors. We have launched green and intelligent transportation solutions like the SkyRail and SkyShuttle, which are designed to diversify China's rail transit structure and foster harmonious development across various transportation capacities. The SkyShuttle, in particular, stands out with its dedicated right-of-way, free from road constraints. It offers benefits such as high intelligence, safety, adaptability, appealing design, low noise, and cost-effectiveness. Tailored to meet the needs of different cities and specific scenarios, the SkyShuttle has seen robust growth in numerous cities across China. As an effective supplement to urban public transportation, the SkyShuttle optimizes the travel experience of residents and improves the quality of the community environment by reducing emissions.



Advantages

By building a green transportation network that "combats pollution with electric vehicles and eases congestion with SkyRail and SkyShuttle", we not only contribute to achieving the "dual carbon" targets but also provide solutions for urban traffic congestion and micro-traffic circulation. Thus, we ensure that every journey taken reflects BYD's mission of "improving lives through technology".

> BYD Xi'an SkyShuttle

The BYD Xi'an SkyShuttle spans approximately 17.202 kilometers, comprising 18 stations and a dedicated vehicle depot. Since its official opening for initial operation on 12 August 2024, it has become a new landmark of the city. During its first week of initial operation, the SkyShuttle saw a total of over 222 thousand passengers. By the end of the reporting period, the cumulative passenger count had exceeded 3 million, averaging 26 thousand passengers per day, with a traffic intensity of 1.5 thousand passengers per kilometer per day. The emergence of the SkyShuttle has not only bolstered the city's low-carbon image but has also invigorated various industrial sectors in the high-tech zone. It offers residents a convenient and efficient travel option, contributing significantly to the improvement of the urban transportation network.



Xi'an SkyShuttle



Caring for Vulnerable Groups

BYD consistently cares about the well-being and development of vulnerable communities. On one hand, we provide financial support to help disadvantaged groups meet their basic living needs, ensuring their survival and growth. On the other hand, we empower individuals in need by enhancing their problem-solving abilities, enabling them to better integrate into society and achieve self-worth. We strive to create a more inclusive and compassionate society where everyone can embrace dignity and happiness.

> BYD's Great Love and Sincerity Assistance Program for Children with Cerebral Palsy

"BYD's Great Love and Sincerity Assistance Program for Children with Cerebral Palsy" provides assistance to children with cerebral palsy and their families in difficult situations, and helps non-government institutions to enhance professional service capacity and bolster organizational growth. Throughout 2024, the program supported the rehabilitation training for a total of 34 children of rehabilitation agencies in Chengdu, Nanning, Beijing and Yueyang, and sponsored 5 inclusiveness-themed activities, increasing the understanding of these children among the public and securing more care and support they need. To date, the program has helped 1,067 children cumulatively.



BYD's Great Love and Sincerity Assistance Program for Children with Cerebral Palsy

> Employment Training Program for Individuals with Disabilities in Huizhou

Many unemployed individuals in the community lack professional skills, making re-employment a challenge. Among them, the unemployed individuals with disabilities face especially challenging personal and familial survival pressures. To enhance their living standards and empower them to live with greater dignity, we have launched a specialized home service skills training program targeting 23 individuals with disabilities in Huizhou's communities. This program is designed to equip them with practical skills, thereby improving their job prospects, helping them to rebuild their confidence, and facilitating their smoother integration into society.



Social Welfare

BYD remains committed to contributing to the community by integrating charitable activities into the core of our business development. From disaster relief and recovery to medical donations, from employees' volunteer services to environmental advocacy, we employ a variety of means to support social progress and development. We extend care and hope to every group in need, conveying our positive energy and social responsibility. Each act of kindness we undertake is a reflection of our shared journey with society, and represents our contribution to a more compassionate and sustainable future.

Disaster Relief and Recovery

BYD promptly responds to natural disasters, standing in solidarity with affected regions during their trying times. We extend support through financial assistance and partner with experts to aid areas struck by significant natural disasters or public health incidents. Our efforts include emergency response, transition resettlement, caring for the afflicted, and participation in the reconstruction. From disaster relief to the reconstruction phase, our commitment is demonstrated through tangible actions, ensuring that our support and strength reach every community in need.

> Donations to Typhoon Yagi in Vietnam

In 2024, the Typhoon No. 3, named Yagi, unleashed devastating winds and heavy rainfall on northern Vietnam, resulting in substantial economic damage and loss of life. As upstream floodgates were opened, the Red River's water levels rose abruptly, inundating fertile fields and villages and destroying numerous roads and bridges. The dire calamity inflicted great hardship on the local residents. In response to this critical emergency, we promptly allocated VND 1.2 billion[19] for local emergency rescue missions, the infrastructure restoration, and the provision of vital supplies to those affected. Our prompt assistance ensured the safety and well-being of the victims and represented a profound commitment to our social responsibility and humanitarianism on a global scale.



Donations to Typhoon Yagi in Vietnam

Medical Donations

BYD is also dedicated to the advancement of medical care. We actively contribute to the progress of medical research, technological innovation, and public health through donations and other support. Our close collaboration with medical institutions extends beyond building medical infrastructure to vigorously supporting research on critical illnesses, early diagnosis, and breakthroughs in therapy. With these efforts, we aim to offer patients more advanced therapies and enhance their quality of life. Our medical donation initiatives cover a wide range of areas, including disease prevention, medical research and therapeutic innovation, with a positive effect on much-needed fields such as the treatment and research of blood diseases and other critical illnesses. In driving medical technology forward, we aspire to bring new hope and a healthier future to more patients.

> Hematology Research Center Project

Since 2022, the BYD Foundation has planned to donate a total of 500 thousand BYD A-shares (valued at around RMB 160 million based on their market value at the time of donation) to support the establishment of the Hematology Research Center at Peking University Shenzhen Hospital. The practice is aimed at advancements in the diagnosis and treatment of blood diseases by continuously investigating new technologies and innovative therapies, ensuring that more patients have access to the advanced medical treatments. In 2024, the Foundation made its second donation to the hospital through the sales of stocks. This action not only contributes to the domestic medical research, but also brings new hope for those suffering from blood diseases.



Hematology Research Center

[19] A total of two donations were made, one amounting to VND 200 million and the other to VND 1 billion

Employees' Volunteer Services

BYD encourages all employees to join in and devote themselves to volunteer services. This embodies our belief that every act of kindness has a positive impact on society and our commitment to corporate social responsibility. We have continuously carried out a variety of charity activities. By the end of the reporting period, we had established 16 volunteer stations across the country and had over 6,988 employees registered as volunteers, offering volunteer services of over 40,000 hours. These practices showcase our employees' sense of social responsibility and commitment to charity activities.

In 2024, we actively supported and promoted various volunteer initiatives, including voluntary blood donation and charity sales. Through these selfless actions, our employees contributed to society and offered care and support to all sectors of the community. Besides, these efforts also highlight the strong unity among BYD employees in driving social progress.

> Voluntary Blood Donation: "Blood Donation Car in the Park"

On 13 March 2024, in collaboration with the Shenzhen Blood Center, the Human Resources Department of BYD held the voluntary blood donation themed on "Blood Donation Car in the Park". In BYD's Baolong Park, employees demonstrated their love and responsibility with practical actions. A total of nearly 60 employees participated in blood donation, and the accumulated blood donation reached 17,100 ml, fully demonstrating "great love" of BYD employees. The positive response of employees at Baolong Park to the call for public welfare has demonstrated the spirit of solidarity and mutual assistance. We will continue to carry out various public welfare activities, call on more employees to participate in these activities, and jointly contribute to the harmony and development of the society.





Voluntary Blood Donation

Environmental Advocacy

BYD takes "Technology Green Future" as our brand proposition. We are not only deeply engaged in vehicle R&D and manufacturing, but also profoundly committed to our environmental responsibilities. Our "Light Chaser Program" and "Glimmer Program" activities spearhead environmental protection practices and encourage extensive participation in ecological protection.

To engage the broader community, BYD has implemented an innovative communication strategy with multiple levels and channels. By integrating digital platforms and interactive communication modules, we have amplified the influence of the activities and attracted a broader audience to take action. Furthermore, we invite experts, scholars, and industry pioneers to share their valuable insights during the activities. This not only enhances the professionalism and authority, but also provides the public with a richer perspective for reflection. Our deep integration of the environmental philosophy into daily life significantly raises society's awareness of natural resources and ecological conservation, and further encourages widespread participation. By leveraging technology and practical initiatives, we are advancing the cause of sustainable development, and jointly safeguarding the clear sky and lush greenery.

> Glimmer Program in Yunnan

On 3 August 2024, BYD CLUB Glimmer Program entered the Xishan Forest Farm in Kunming, Yunnan Province, and carried out a public welfare activity with the theme of "forest restoration". We invited experts to lead volunteers to observe the ecological changes in the burned lands and explore the mysteries of ecological chain reconstruction. The volunteers assisted in ecological restoration with practical actions such as searching for underground sprouts, screening seed banks, planting local plants, and cleaning up the invading species. This helped local plants regain ecological status, and promoted the return of forest biodiversity. The activity incorporated the concept of "footprint-free mountain forest". The volunteers cleaned up the garbage in the forest, restored the original appearance of the burned lands, and made public welfare signs by hand, leaving a lasting guardian mark for the ecological protection of the forest. The event not only injected vitality into the restoration of mountain forest ecology, but also aroused the public's concern and initiative for environmental protection, shining the green hope with a glimmer of light.





Glimmer Program in Yunnan

Appendix I: Key Performance Indicators

Economy

Economic Value Generated and Distributed

Indicator	Unit	2024
Operating revenue	RMB 1,000	777,102,455
Net profit attributable to Shareholders of the parent company	RMB 1,000	40,254,346
Total domestic tax payment	RMB 100 million	510

Indirect Economic Impact

Indicator	Unit	2024
Community Investment and Public Welfare Activities		
Group donation expenditure	RMB	29,965,000
Total number of employees participating in volunteer service	Person	6,988
Total volunteer service hours of employees	Hour	41,227.76

Governance

Compliance Performance

Indicator	Unit	2024
Anti-corruption Training		
Average number of anti-corruption training sessions per Director	Session	6
Average anti-corruption training hours per Director	Hour	6
Number of Directors who received anti-corruption training	Person	1
Proportion of Directors receiving anti-corruption training	%	16.67
Number of employee anti-corruption training sessions	Session	737
Anti-corruption training hours for employees	Hour	392,631.64
Proportion of new employees receiving anti-corruption training	%	100
Commercial Bribery and Corruption Incidents		
Number of employees who have been dismissed for corruption	Person	49
Number of business partners whose contracts have been terminated or not renewed due to violations related to corruption or bribery	Unit	16

Indicator	Unit	2024
Business Ethics Violations		
Number of conflict of interest breaches	Case	0
Number of incidents of money laundering or insider dealing violations	Case	0
Legal Proceedings		
Number of concluded corruption lawsuits brought against the Company or its employees	Case	15
Number of convictions for violations of anti-corruption and anti-bribery laws	Person	24
Number of pending or completed lawsuits or major administrative penalties related to unfair competition practices	Case	0
Number of pending legal proceedings for late payment	Case	0

Environment

Energy

Indicator	Unit	2022	2023	2024
Total energy consumption	MWh	10,618,556.88	16,592,592.44	23,552,569.28
	tce	1,248,158.93	1,943,239.48	2,734,284.57
Total energy consumption intensity	MWh / RMB10,000 revenue	0.2504	0.2755	0.3031
	tce / RMB10,000 revenue	0.0294	0.0323	0.0352
Direct Energy (Non-renewable) Consumption				
Total direct energy (non-renewable) consumption	MWh	2,703,036.88	4,568,632.44	7,595,478.82
	tce	275,341.52	465,494.79	773,158.15
Direct energy (non-renewable) intensity	MWh / RMB10,000 revenue	0.0637	0.0759	0.0977
	tce / RMB10,000 revenue	0.0065	0.0077	0.0099
By Direct Energy (Non-renewable) Category				
Gasoline consumption	10,000 liters	283.78	613.37	223.01
Diesel consumption	10,000 liters	24.93	17.95	150.46
Natural gas consumption	10,000 m^3	24,730	41,707	69,905

Indicator	Unit	2022	2023	2024
Indirect Energy (Non-renewable) Consumption				
Indirect energy (non-renewable) consumption	MWh	7,768,859.60	11,473,335.10	13,196,208.48
	tce	954,792.84	1,410,072.88	1,621,814.02
Indirect energy (non-renewable) intensity	MWh / RMB10,000 revenue	0.1832	0.1905	0.1698
	tce / RMB10,000 revenue	0.0225	0.0234	0.0209
By Indirect Energy (Non-renewable) Category				
Electricity consumption	MWh	7,768,859.60	11,473,335.10	13,196,208.48
Indirect Energy (Renewable) Consumption				
Indirect energy (renewable) consumption	MWh	146,660.40	550,624.90	2,760,881.98
	tce	18,024.56	67,671.80	339,312.40
Indirect energy (renewable) intensity	MWh / RMB10,000 revenue	0.0035	0.0091	0.0355
	tce / RMB10,000 revenue	0.0004	0.0011	0.0044
Proportion of renewable energy in indirect energy	%	1.85	4.58	17.30
By Indirect Energy (Renewable) Category				
Green electricity	MWh	/	/	467,696.88
Green certificate	MWh	104,707.00	508,000.00	2,237,986.00
Park photovoltaic power generation	MWh	41,953.40	42,624.90	55,199.10

Water Resources

Indicator	Unit	2022	2023	2024
Total water withdrawal	m^3	51,107,571	73,807,222	94,268,627
Total water discharge	m^3	40,052,042	51,739,770	38,950,920
Total water consumption	m^3	11,055,529	22,067,452	55,317,707
Water consumption intensity	m^3 / RMB10,000 revenue	0.2607	0.3664	0.7118
By Water Source Category				
Municipal water supply	m^3	51,107,571	73,807,222	94,268,627
By Water Use Category				
Domestic water	m^3	/	/	20,184,379
Industrial water	m^3	/	/	72,393,926
Water use for other purposes	m^3	/	/	1,690,322
By Water Discharge Category				
Total industrial wastewater	m^3	5,838,902	11,087,490	22,803,418
Total domestic sewage	m^3	34,213,140	40,652,280	16,147,502

Materials

Indicator	Unit	2022	2023	2024
Packaging Materials Consumption				
Total packaging materials	Tons	906,044	1,008,980	To further improve the accuracy of packaging material data, the Company upgraded and adjusted its packaging procurement system in 2024. As of the time of this report's publication, the 2024 packaging material data is still being compiled and is expected to be disclosed in 2025
Packaging material intensity	Tons/ RMB10,000 revenue	0.0214	0.0168	

Emissions

Indicator	Unit	2022	2023	2024
Greenhouse Gas Emissions[20]				
Scope 1 greenhouse gas emissions	tCO_2e	550,932.00	931,916.00	1,539,251.46
Scope 2 greenhouse gas emissions	tCO_2e	7,511,038.00	11,409,539.00	8,562,574.74
Scope 1 + Scope 2 greenhouse gas emissions	tCO_2e	8,061,970.00	12,341,455.00	10,101,826.20
Greenhouse gas emission intensity (Scope 1 + Scope 2)	tCO_2e / RMB10,000 revenue	0.1901	0.2049	0.1300
Scope 3 greenhouse gas emissions[21]	tCO_2e	/	/	3,326,312.49
Total greenhouse gas emissions (Scope 1 + Scope 2 + Scope 3)	tCO_2e	8,061,970.00	12,341,455.00	13,428,138.69
Greenhouse gas emission intensity (Scope 1 + Scope 2 + Scope 3)	tCO_2e / RMB10,000 revenue	/	/	0.1728
By Scope 3 Greenhouse Gas Emissions Category				
Scope 3 greenhouse gas emissions (employee travel)[22]	tCO_2e	/	/	158,970.51
Scope 3 greenhouse gas emissions (employee commuting)[23]	tCO_2e	/	/	383.80
Scope 3 greenhouse gas emissions (fuel and energy related activities)[24]	tCO_2e	/	/	3,166,958.18
Exhaust Emissions				
Total exhaust emissions	10,000 m^3	9,614,336.42	13,127,537.00	47,290,488.00
Exhaust emission intensity	10,000 m^3 / RMB10,000 revenue	0.2267	0.2180	0.6085
By Exhaust Emissions Category				
Nitrogen oxide emissions	Tons	/	/	2,864.40
Sulphur oxide emissions	Tons	/	/	59.90
Suspended particulate emissions	Tons	/	/	2,674.40
Ammonia emissions	Tons	/	/	127.80
Volatile organic compounds (VOCs) emissions	Tons	492.01	437.42	887.40

[20] When calculating greenhouse gas emissions, the emission factors of energy refer to the *2006 IPCC Guidelines for National Greenhouse Gas Inventories 2019 Refined Report*; Purchased electricity emission factor reference 2022 national average CO_2 emission factor for electricity 0.5366 $kgCO_2/kWh$

[21] Scope 3 GHG emissions include GHG emissions from BYD employee travel, employee commuting, fuel and energy-related activities

[22] Scope 3 greenhouse gas emissions (employee travel) include greenhouse gas emissions generated by BYD employees ordering official travel by train, plane, etc. The emission factors are based on the database of Ecoinvent3.11

[23] Scope 3 greenhouse gas emissions (employee commuting) include GHG emissions generated by commuter buses owned by BYD, and the emission factors are based on the database of Ecoinvent3.11

[24] Scope 3 greenhouse gas emissions (fuel and energy related activities) include greenhouse gas emissions related to BYD's energy procurement, transportation and distribution, with emission factors using the database of Ecoinvent3.11

Indicator	Unit	2022	2023	2024
Water Pollutant Emissions				
Total COD emissions	Tons	451.53	719.41	4,047.00
Total BOD emissions	Tons	/	/	2,509.04
Total ammonia- nitrogen emissions	Tons	41.51	56.22	269.80
Total fluorine emissions	Tons	/	/	225.20

Waste

Indicator	Unit	2022	2023	2024
Hazardous Waste Disposal				
Total hazardous waste generation	Tons	71,740.93	118,381.00	150,460.92
Hazardous waste intensity	Tons / RMB10,000 revenue	0.0017	0.0020	0.0019
Non-Hazardous Waste Disposal				
Total non-hazardous waste generation	Tons	1,137,681.00	1,402,395.00	2,381,938.35
Non-hazardous waste intensity	Tons / RMB10,000 revenue	0.0268	0.0233	0.0307
By Non-hazardous Waste Category				
Total domestic waste	Tons	108,948.00	104,578.00	227,988.10
Total industrial non-recyclable waste	Tons	/	/	87,306.20
Total industrial recyclable waste	Tons	1,028,733.00	1,297,817.00	2,066,644.05

Environmental Management

Indicator	Unit	2022	2023	2024
Proportion of Companies with Environmental Management Systems Verified through International Standards				
Proportion of companies with environmental management systems verified through ISO 14001 international standard	%	/	/	24.90
Environmental Violations				
Incidents of major administrative penalties or criminal responsibility due to pollutant discharge	Case	0	0	0
Significant environmental emergencies	Case	0	0	0
Incidents that have been subject to major administrative penalties or criminally responsible by relevant departments such as ecological environment due to environmental incidents	Case	0	0	0
Significant fines related to environment or ecology issues	Case	0	0	0

Society

Employees[25]

Indicator	Unit	2024
Number of Employees		
Total number of employees	Person	968,872
By Location of Operation		
Number of employees in the Chinese Mainland	Person	948,090
Number of employees in Hong Kong, Macau and overseas	Person	20,782
Proportion of employees in the Chinese Mainland	%	97.86
Proportion of employees in Hong Kong, Macau and overseas	%	2.14
By Gender		
Number of females	Person	291,720
Number of males	Person	677,152
Proportion of females	%	30.11
Proportion of males	%	69.89
By Age		
Number of employees aged 30 or below	Person	421,451
Number of employees aged 30 to 50	Person	532,250
Number of employees aged 50 or above	Person	15,171
Proportion of employees aged 30 or below	%	43.50
Proportion of employees aged 30 to 50	%	54.93
Proportion of employees aged 50 or above	%	1.57
By Ethnic Group		
Number of employees of Han	Person	873,853
Number of employees of Zhuang	Person	24,149
Number of employees of Miao	Person	8,922
Number of employees of Tujia	Person	8,590
Number of employees of other ethnic groups (including foreign countries)	Person	53,358
Proportion of employees of Han	%	90.19
Proportion of employees of Zhuang	%	2.49
Proportion of employees of Miao	%	0.92
Proportion of employees of Tujia	%	0.89
Proportion of other nationalities (including foreign countries)	%	5.51

[25] All employees are permanently employed on a full-time basis, with no outsourced or part-time employee; Employee composition ratio = Number of employees in each category (including location of operation, gender, age, ethnic group, position level, working hours, and job function) / Total number of permanently employed full-time employees; Sub-category composition ratio = Number of sub-category employees (including gender and ethnic group) within each category / Total number of employees in that sub-category

Indicator	Unit	2024
By Position Level		
Number of senior management	Person	5,319
Number of middle management	Person	181,303
Number of general employees	Person	782,250
Proportion of senior management	%	0.55
Proportion of middle management	%	18.71
Proportion of general employees	%	80.74
By Working Hours		
Number of employees with guaranteed working hours	Person	966,815
Number of employees with non-guaranteed working hours[26]	Person	2,057
Proportion of employees with guaranteed working hours	%	99.79
Proportion of employees with non-guaranteed working hours	%	0.21
By Job Function		
Number of production personnel	Person	762,998
Number of sales personnel	Person	45,611
Number of financial personnel	Person	2,151
Number of technical personnel	Person	122,924
Number of administrative personnel	Person	35,188
Proportion of production personnel	%	78.75
Proportion of sales personnel	%	4.71
Proportion of financial personnel	%	0.22
Proportion of technical personnel	%	12.69
Proportion of administrative personnel	%	3.63
Management-position[27] Employees Composition		
Total number of employees in management positions		186,622
By Gender		
Female	Person	53,200
Male	Person	133,422
Female proportion	%	28.51
Male proportion	%	71.49
By Ethnic Group		
Number of Han	Person	169,469
Number of Zhuang	Person	2,756
Number of Miao	Person	1,540

[26] Employees who do not guarantee minimum or fixed working hours per day, week or month, but may be required to work as required

[27] Senior management and middle management

Indicator	Unit	2024
Number of Tujia	Person	945
Number of other ethnic groups	Person	11,912
Proportion of Han	%	90.81
Proportion of Zhuang	%	1.48
Proportion of Miao	%	0.83
Proportion of Tujia	%	0.51
Proportion of other ethnic groups	%	6.37
Employee Composition for Entry-level Management Positions[28]		
Total number of employees in management positions in entry-level management positions	Person	181,303
By Gender		
Female	Person	52,195
Male	Person	129,108
Female proportion	%	28.79
Male proportion	%	71.21
Composition of Senior Management (Including Members of the Board)		
Total number of senior management (including Board members)	Person	5,319
By Gender		
Female	Person	1,005
Male	Person	4,314
Female proportion	%	18.89
Male proportion	%	81.11
Employee Composition in Management Positions in Revenue-generating Functions[29]		
Total number of employees in management positions in revenue-generating functions	Person	929,033
By Gender		
Female	Person	268,852
Male	Person	660,181
Female proportion	%	28.94
Male proportion	%	71.06
Employee composition in STEM[30]-related positions		
Total number of employees in STEM-related positions	Person	123,674
By Gender		
Female	Person	24,446
Male	Person	99,228
Female proportion	%	19.77
Male proportion	%	80.23

[28] Middle management

[29] Positions that directly contribute to the output of products or services, such as sales, marketing, production, research and development, etc., excluding support functions such as human resources, information technology, and legal

[30] Science, Technology, Engineering and Mathematics

Indicator	Unit	2024
Number of Disabled Employees		
Total number of disabled employees	Person	4,630
Proportion of disabled employees	%	0.48
By Gender		
Female	Person	1,411
Male	Person	3,219

Employment

Indicator	Unit	2024
Number of cases relating to remuneration and termination, recruitment and promotion, working hours, holidays, equal opportunity, diversity, anti-discrimination and other employment matters	/	0
Employee Turnover Rate[31]		
Employee turnover rate	%	2.53
By Location of Operation		
Turnover rate in the Chinese Mainland	%	2.54
Turnover rate in Hong Kong, Macau and overseas	%	2.14
By Gender		
Female employee turnover rate	%	2.09
Male employee turnover rate	%	2.35
By Age		
Aged under 30 employee turnover rate	%	2.76
Aged 30-50 employee turnover rate	%	1.83
Aged over 50 employee turnover rate	%	0.61
By Position Level		
Senior management turnover rate	%	0.23
Middle management turnover rate	%	0.78
General employees turnover rate	%	2.57
Employee Satisfaction and Engagement		
Employee satisfaction	Score	73.06 out of 100
Employee engagement	Score	4.00 out of 5

[31] Employee turnover rate = (Annual number of voluntary resignations + Annual number of passive resignations) / (Annual number of voluntary resignations + Annual number of passive resignations + Number of employees at the end of the year) / 12; Employee turnover rate by category = Number of voluntary resignations in this category / (Number of voluntary resignations in this category + Number of passive resignations in this category + Number of employees at the end of the year in this category) / 12

Labor Rights and Interests

Indicator	Unit	2024
Collective Bargaining Agreement		
Number of employees covered by collective bargaining agreements	Person	697,746
Proportion of employees covered by collective bargaining agreements	%	72.02
European Economic Area		
Number of employees covered by Spanish collective bargaining agreements	Person	54
Number of employees covered by French collective bargaining agreements	Person	56
Proportion of employees covered by Spanish collective bargaining agreements	%	100
Proportion of employees covered by French collective bargaining agreements	%	100
Outside the European Economic Area		
Number of employees covered by collective bargaining agreements in the Chinese Mainland	Person	697,281
Number of employees covered by Brazilian collective bargaining agreements	Person	355
Proportion of employees covered by collective bargaining agreements in the Chinese Mainland	%	73.55
Proportion of employees covered by Brazilian collective bargaining agreements	%	69.47
Employee Complaints		
Total number of complaints	Case	84
Total number of complaints submitted to the OECD	Case	0
Total fines, penalties and damages resulting from the complaint	RMB	0
Human Rights		
Number of serious human rights incidents	Case	0
Total amount of fines, penalties and damages resulting from the incident	RMB	0
Percentage of human rights assessments of Tier 1 suppliers	%	100
Proportion of actions taken on risks identified in the human rights assessment of Tier 1 suppliers	%	100
Gender Pay Gap (Female/Male)		
Average Hourly Salary Ratio by Gender		
Senior management	%	91.38
Middle management	%	84.06
General employees	%	91.17
Base Salary Ratio by Gender		
Senior management	%	89.89
Middle management	%	84.26
General employees	%	93.75
Variable Salary Ratio by Gender		
Senior management	%	93.18
Middle management	%	79.33
General employees	%	89.22
Family-related Leave[32]		
Number of employees entitled to family-related leave	Person	968,872
Number of employees on family-related leave	Person	123,661

[32] According to the relevant laws and regulations of the place of operation, including but not limited to marriage leave, pregnancy test leave, late pregnancy leave, abortion leave, birth control leave, funeral leave, late childbearing leave, etc.

Occupational Health and Safety

Indicator	Unit	2024
Number of violations involving occupational safety and health	Case	0
Number of safety incidents	Case	0
Occupational Health and Safety of Self-owned Employees[33]		
Number of work-related injuries	Case	90
Number of severe work-related injuries	Case	4
Lost hours due to work-related injuries	Hour	41,664
Lost days due to work-related injuries	Day	5,208
Lost-Time Injury Frequency Rate (LTIFR) per million hours worked	Time	0.047
Number of work-related fatalities	Case	0
Insurance Investment		
Work-related Injury Insurance		
Number of persons covered by work-related injury insurance	Person	968,872
Personnel coverage of industrial injury insurance	%	100

Training and Education

Indicator	Unit	2024
Training		
Number of employee trainings	Time	5,145,247
Number of Employees Trained[34]		
Total number of employees trained	Person	968,872
Proportion of employees trained	%	100
By Gender		
Number of females	Person	291,720
Number of males	Person	677,152
Proportion of females	%	30.11
Proportion of males	%	69.89
By Position Level		
Number of senior management	Person	5,319
Number of middle management	Person	181,303
Number of general employees	Person	782,250
Proportion of senior management	%	0.55
Proportion of middle management	%	18.71
Proportion of general employees	%	80.74

[33] Work-related injuries refer to production safety accidents other than traffic accidents; Severe work-related injuries refer to disability injuries in which lost working days are equal to or more than 105 days according to the *Standard for Lost Work Days for Accident Injuries GB/T15499*

[34] Proportion of employees trained by category = Number of employees trained in this category / Total number of employees trained

Indicator	Unit	2024
Training Hours of Employees[35]		
Total training hours of employees	Hour	53,623,107
Average training hours per employee	Hour	55.35
By Gender		
Training Hours for female employees	Hour	16,496,664
Average training hours per female employee	Hour	56.55
Training hours of male employees	Hour	37,126,443
Average training hours per male employee	Hour	54.83
By Position Level		
Training hours for senior management	Hour	107,518
Average training hours per senior management	Hour	20.21
Training Hours of middle management	Hour	6,146,214
Average training hours per middle management	Hour	33.90
Training hours of general employees	Hour	47,369,374
Average training hours per general employee	Hour	60.56
ESG Training for Employees		
Number of ESG training sessions conducted for employees	Session	12
Number of participants in employee ESG training	Person-time	2,066
Performance Management		
Employee Coverage of Performance Management System[36]	%	100

Product Responsibility

Indicator	Unit	2024
Product and Service Major Liability Accidents		
Number of major safety and quality accidents related to products and services	Case	0
Marketing & Logo		
Number of major breaches involving product and service information and labeling	Case	0
Number of significant non-compliance incidents involving marketing	Case	0
Number of employees and distributors trained in responsible marketing	Person-time	About 40,000
Information Security and Customer Privacy		
Number of data security incidents that caused significant property damage to the company	Case	0
Major customer privacy breaches	Case	0
Customer Complaints[37]		
Number of customer complaints received	Case	43,392
Average response time to customer complaints	Second	13.68

[35] In the second half of 2024, BYD recruited a large number of new employees, and at the same time, along with the industrial upgrading, the employment structure has been adjusted, the training work is more diversified, in addition to the traditional classroom lectures, more hands-on practice, blended learning and other modes, such as for the technicians to use the master and apprentice to teach and train the dojo hands-on practice, for the front-line staff will be the job operation manual training into the electronic screen scrolling playback, for the should-know tweet training to meet the differentiated needs of different groups. As a result, the average number of trained employees fluctuates across different groups. In 2025, BYD will continue to pay attention to the training and development of its employees to improve their comprehensive abilities

[36] Include setting measurable or quantifiable performance goals through discussions between managers and employees, and conducting multi-dimensional performance appraisals and performance rankings for employees

[37] Include complaints about product and service quality in the after-sales section; Statistics of service indicators of customer complaint response rate and average customer complaint response time of 400 service calls

Indicator	Unit	2024
Customer complaint response rate	%	96.08
Customer complaint resolution rate	%	96.00
Product Recall		
Number of Vehicles Recalled	Vehicle	113,380
Number of vehicles subject to mandatory (involuntary) recalls	Vehicle	0
Customer Satisfaction		
Overall Customer satisfaction	%	Above 95
Customer satisfaction of Dynasty Series and Ocean Series	%	96.70
Customer satisfaction of Yangwang brand	%	97.90
Customer satisfaction of DENZA brand	%	96.80
Intellectual Property Rights		
Number of violations involving intellectual property rights	Case	0

Supply Chain

Indicator	Unit	2024
Number of Suppliers		
Total number of suppliers	/	13,701
By Geographical Region		
Proportion of suppliers in East China[38]	%	38.82
Proportion of suppliers in South China[39]	%	32.35
Proportion of suppliers in North China[40]	%	7.47
Proportion of suppliers in other regions	%	21.36

Innovative R&D

Indicator	Unit	2024
R&D investment	RMB 1,000	54,160,964
Proportion of R&D investment in the operating revenue	%	6.97
R&D Personnel		
Number of R&D personnel	Person	121,598
Proportion of R&D personnel	%	12.55
Number of Invention Patents		
Number of patent applications	Item	6,612
Number of authorized patents	Item	1,775
Number of invention patents applied to the main business	Item	6,612
Number of patent families[41]	Item	4,507

[38]Shanghai, Jiangsu, Zhejiang, Anhui, Fujian, Jiangxi, Shandong
[39]Guangdong, Guangxi, Hainan
[40]Beijing, Tianjin, Hebei, Shanxi, Inner Mongolia
[41]Patent Family refers to a group of patent documents with common priority, which involve the same invention and creation, but may apply for patent protection in different countries or regions

Appendix II : HKEX ESG Reporting Code

Environmental, Social and Governance Reporting Code		Location/Explanation
A1 General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to air emissions, discharges into water and land, and generation of hazardous and non-hazardous waste.	Environmental Compliance Management
A1.1	The types of emissions and respective emissions data.	Key Performance Indicators
A1.3	Total hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	Key Performance Indicators
A1.4	Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	Key Performance Indicators
A1.5	Description of emission target(s) set and steps taken to achieve them.	Environmental Management System Environmental Compliance Management
A1.6	Description of how hazardous and non-hazardous wastes are handled, and a description of reduction target(s) set and steps taken to achieve them.	Environmental Management System Environmental Compliance Management
A2 General Disclosure	Policies on the efficient use of resources, including energy, water and other raw materials.	Use of Resources
A2.1	Direct and/or indirect energy consumption by type (e.g. electricity, gas or oil) in total (kWh in ’000s) and intensity (e.g. per unit of production volume, per facility).	Key Performance Indicators
A2.2	Water consumption in total and intensity (e.g. per unit of production volume, per facility).	Key Performance Indicators
A2.3	Description of energy use efficiency target(s) set and steps taken to achieve them.	Environmental Management System Use of Resources
A2.4	Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency target(s) set and steps taken to achieve them.	Environmental Management System Use of Resources
A2.5	Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced.	Key Performance Indicators
A3 General Disclosure	Policies on minimising the issuer’s significant impacts on the environment and natural resources.	Environmental Compliance Management Use of Resources
A3.1	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.	Environmental Compliance Management Use of Resources Circular Economy Biodiversity Conservation
B1 General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare.	Recruitment Management Equality and Inclusion Career Development Talent Training System Compensation and Incentives Performance Assessment Employee Benefits Employee Communication Employee Care Employee Satisfaction

Environmental, Social and Governance Reporting Code		Location/Explanation
B1.1	Total workforce by gender, employment type (for example, full- or parttime), age group and geographical region.	Key Performance Indicators
B1.2	Employee turnover rate by gender, age group and geographical region.	Key Performance Indicators
B2 General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational hazards.	Occupational Health and Safety Management System
B2.1	Number and rate of work-related fatalities occurred in each of the past three years including the reporting year.	Key Performance Indicators
B2.2	Lost days due to work injury.	Key Performance Indicators
B2.3	Description of occupational health and safety measures adopted, and how they are implemented and monitored.	Occupational Health and Safety Management System
B3 General Disclosure	Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities.	Career Development Talent Training System
B3.1	The percentage of employees trained by gender and employee category (e.g. senior management, middle management).	Key Performance Indicators
B3.2	The percentage of employees trained by gender and employee category (e.g. senior management, middle management).	Key Performance Indicators
B4 General Disclosure	The percentage of employees trained by gender and employee category (e.g. senior management, middle management).	Employee Rights
B4.1	Description of measures to review employment practices to avoid child and forced labour.	Employee Rights
B4.2	Description of steps taken to eliminate such practices when discovered.	Employee Rights
B5 General Disclosure	Policies on managing environmental and social risks of the supply chain.	Supplier ESG Management
B5.1	Number of suppliers by geographical region.	Key Performance Indicators

Environmental, Social and Governance Reporting Code		Location/Explanation
B5.2	Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, and how they are implemented and monitored.	Supplier Lifecycle Management
B5.3	implemented, and how they are implemented and monitored.	Supplier ESG Management
B5.4	Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored.	Green Procurement
B6 General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress.	Product Quality Governance Structure Product Liability Risk Management System Whole Process Quality Control Product Safety Quality Culture Responsible Marketing Management System Responsible Marketing Training Protection of Customers' Privacy
B6.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons.	Product Safety
B6.2	Percentage of total products sold or shipped subject to recalls for safety and health reasons.	Key Performance Indicators
B6.3	Percentage of total products sold or shipped subject to recalls for safety and health reasons.	Intellectual Property Protection
B6.4	Description of quality assurance process and recall procedures.	Whole Process Quality Control After-sales Service and Recall
B6.5	Description of quality assurance process and recall procedures.	Protection of Customers' Privacy

Environmental, Social and Governance Reporting Code		Location/Explanation
B7 General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to bribery, extortion, fraud and money laundering.	Business Ethics
B7.1	Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases.	Business Ethics Key Performance Indicators
B7.2	Description of preventive measures and whistle-blowing procedures, and how they are implemented and monitored.	Business Ethics
B7.3	Description of anti-corruption training provided to directors and staff.	Business Ethics Key Performance Indicators
B8 General Disclosure	Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests.	Community Management and Communication Inclusive Education Regional Revitalization Urban Traffic Congestion Management Caring for Vulnerable Groups Disaster Relief and Recovery Medical Donations Employees' Volunteer Services Environmental Advocacy

Environmental, Social and Governance Reporting Code		Location/Explanation
B8.1	Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport).	Community Management and Communication Inclusive Education Regional Revitalization Urban Traffic Congestion Management Caring for Vulnerable Groups Disaster Relief and Recovery Medical Donations Employees' Volunteer Services Environmental Advocacy
B8.2	Resources contributed (e.g. money or time) to the focus area.	Key Performance Indicators
Part D: Climate-related Disclosures		This section will be effective for financial years beginning on or after 1 January 2025 and will continue to be disclosed in accordance with the 31 December 2023 version of Appendix C2, Environmental, Social and Governance Reporting Guidelines, as detailed in the section entitled "Responding to Climate Change", for the reporting period.

Appendix Ⅲ : SZSE Guidelines Content Index

Self-Regulatory Guidelines No. 17 for Companies Listed on Shenzhen Stock Exchange — Sustainability Report (For Trial Implementation)	Location/Explanation
Response to climate change	Climate Governance Climate Strategy Management of Climate Impacts, Risks and Opportunities Carbon Neutrality Goal Advocate Carbon Reduction Across Value Chain
Pollutant Emissions	Environmental Compliance Management
Waste Disposal	Environmental Compliance Management
Ecosystem And Biodiversity Conservation	Biodiversity Conservation
Environmental Compliance Management	Environmental Compliance Management
Energy Utilization	Use of Resources
Water Utilization	Use of Resources
Circular Economy	Circular Economy
Rural Revitalization	Regional Revitalization
Social Contribution	Inclusive Education Regional Revitalization Urban Traffic Congestion Management Caring for Vulnerable Groups Disaster Relief and Assistance Medical Donations Employees' Volunteer Services Environmental Advocacy
Innovation-Driven Development	Innovation Platform Development Intellectual Property Protection
Ethics In Science And Technology	Ethics in Science and Technology
Supply Chain Security Supply Chain Security	Supplier Lifecycle Management

Self-Regulatory Guidelines No. 17 for Companies Listed on Shenzhen Stock Exchange — Sustainability Report (For Trial Implementation)	Location/Explanation
Equal Treatment Of Small And Medium-Sized Enterprises	During the reporting period, information on overdue payments to small and medium-sized enterprises (SMEs) was disclosed to the public in the State Enterprise Information Disclosure System in accordance with the regulations, and the Company did not incur any overdue payments to SMEs.
Product And Service Safety And Quality	Product Quality Governance Structure Product Liability Risk Management System Whole Process Quality Control Product Safety Quality Culture Customer Engagement and Satisfaction Enhancement of Customer Experience After-sales Service and Recall Customer Engagement and Satisfaction
Data Security And Customer Privacy Protection	Protection of Customers' Privacy
Employees	Employee Rights Recruitment Management Equality and Inclusion Career Development Talent Training System Compensation and Incentives Performance Assessment Employee Benefits Employee Communication Employee Care Employee Satisfaction Occupational Health and Safety Management System
Due Diligence	Supplier ESG Management
Stakeholder Communication	Stakeholder Engagement
Anti-commercial bribery and anti-corruption	Business Ethics Supply Chain Integrity
Anti-competitive	Business Ethics

Appendix Ⅳ: ESRS Index

ESRS Standard		Location/Explanation
ESRS 2. General Disclosures		
BP-1	General basis for preparation of sustainability statements	Reporting Standards Reporting Principles
BP-2	Disclosures in relation to specific circumstances	Reporting Principles
GOV-1	The role of the administrative, management and supervisory	Board Statement Governance Structure Management Responsibilities of the Board Diversity of the Board
GOV-2	Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies	Board Statement
GOV-3	Integration of sustainability-related performance in incentive schemes	Board Statement
GOV-4	Statement on due diligence	To be reported in future years
GOV-5	Risk management and internal controls over sustainability reporting	To be reported in future years
SBM-1	Strategy, business model and value chain	Businesses of the Company Main Value Chain
SBM-2	Interests and views of stakeholders	Stakeholder Engagement
SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	Double Materiality Assessment
IRO-1	Description of the processes to identify and assess material impacts, risks and opportunities	Double Materiality Assessment
IRO-2	Disclosure requirements in ESRS covered by the undertaking's sustainability statement	Reporting Standards

ESRS Standard		Location/Explanation
ESRS E1. Climate Change		
E1-1	Transition plan for climate change mitigation	Climate Governance Climate Strategy Management of Climate Impacts, Risks and Opportunities Carbon Neutrality Goal Advocate Carbon Reduction Across Value Chain
E1-2	Policies related to climate change mitigation and adaptation	Climate Governance Climate Strategy Management of Climate Impacts, Risks and Opportunities Carbon Neutrality Goal Advocate Carbon Reduction Across Value Chain
E1-3	Actions and resources in relation to climate change policies	Climate Governance Climate Strategy Management of Climate Impacts, Risks and Opportunities Carbon Neutrality Goal Advocate Carbon Reduction Across Value Chain
E1-4	Targets related to climate change mitigation and adaptation	Climate Governance Climate Strategy Management of Climate Impacts, Risks and Opportunities Carbon Neutrality Goal Advocate Carbon Reduction Across Value Chain

ESRS Standard		Location/Explanation
E1-5	Energy consumption and mix	Climate Governance Climate Strategy Management of Climate Impacts, Risks and Opportunities Carbon Neutrality Goal Advocate Carbon Reduction Across Value Chain Key Performance Indicators
E1-6	Gross Scopes 1, 2, 3 and Total GHG emissions	Key Performance Indicators
E1-7	GHG removals and GHG mitigation projects financed through carbon credits	Management of Climate Impacts, Risks and Opportunities Carbon Neutrality Goal Advocate Carbon Reduction Across Value Chain
E1-8	Internal carbon pricing	Response to Climate Change
E1-9	Anticipated financial effects from material physical and transition risks and potential climate-related opportunities	Climate Governance Climate Strategy Management of Climate Impacts, Risks and Opportunities Carbon Neutrality Goal Advocate Carbon Reduction Across Value Chain
ESRS E2. Pollution		
E2-1	Policies related to pollution	Environmental Compliance Management Use of Resources
E2-2	Actions and resources related to pollution Actions and resources related to pollution	Environmental Compliance Management Use of Resources
E2-3	Targets related to pollution	Environmental Compliance Management Use of Resources
E2-4	Pollution of air, water and soil	Environmental Compliance Management Use of Resources
E2-5	Substances of concern and substances of very high concern	Environmental Compliance Management Use of Resources
E2-6	Anticipated financial effects from pollution-related impacts, risks and opportunities	Environmental Compliance Management Use of Resources
ESRS E3. Water and Marine Resources		
E3-1	Policies related to water and marine resources	Use of Resources
E3-2	Actions and resources related to water and marine resources	Use of Resources
E3-3	Targets related to water and marine resources Targets related to water and marine resources	Use of Resources
E3-4	Water consumption	Use of Resources Key Performance Indicators
E3-5	Anticipated financial effects from water and marine resources-related impacts, risks and opportunities	Use of Resources
ESRS E4. Biodiversity and Ecosystems		
E4-1	Transition plan and consideration of biodiversity and ecosystems in strategy and business model	Biodiversity Conservation
E4-2	Policies related to biodiversity and ecosystems	Biodiversity Conservation
E4-3	Actions and resources related to biodiversity and ecosystems	Biodiversity Conservation
E4-4	Targets related to biodiversity and ecosystems	Biodiversity Conservation
E4-5	Impact metrics related to biodiversity and ecosystems change	Biodiversity Conservation
E4-6	Anticipated financial effects from biodiversity and ecosystem-related risks and opportunities	Biodiversity Conservation

ESRS Standard		Location/Explanation
ESRS E5. Resource Use and Circular Economy		
E5-1	Policies related to resource use and circular economy Policies related to resource use and circular economy	Use of Resources Circular Economy
E5-2	Actions and resources related to resource use and circular economy	Use of Resources Circular Economy
E5-3	Targets related to resource use and circular economy	Use of Resources Circular Economy
E5-4	Resource inflows	Use of Resources Circular Economy
E5-5	Resource outflows	Use of Resources Circular Economy
E5-6	Anticipated financial effects from resource use and circular economy-related impacts, risks and opportunities	Use of Resources Circular Economy
ESRS S1. Own Workforce		
S1-1	Policies related to own workforce Policies related to own workforce	Employee Rights Recruitment Management Equality and Inclusion
S1-2	Processes for engaging with own workers and workers' representatives about impacts	Employee Rights Employee Communication
S1-3	Processes to remediate negative impacts and channels for own workers to raise concerns	Employee Rights Employee Communication
S1-4	Taking action on material impacts on own workforce, and approaches to mitigating material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions	To be reported in future years
S1-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	To be reported in future years

ESRS Standard		Location/Explanation
S1-6	Characteristics of the undertaking's employees	Employee Rights
S1-7	Characteristics of non-employee workers in the undertaking's own workforce	Employee Rights
S1-8	Collective bargaining coverage and social dialogue	Employee Rights
S1-9	Diversity metrics	Key Performance Indicators
S1-10	Adequate wages	Compensation and Incentives
S1-11	Social protection	Compensation and Incentives
S1-12	Persons with disabilities	Key Performance Indicators
S1-13	Training and skills development metrics	Key Performance Indicators
S1-14	Health and safety metrics	Key Performance Indicators
S1-15	Work-life balance metrics	Employee Benefits
S1-16	Compensation metrics (pay gap and total compensation)	Key Performance Indicators
S1-17	Incidents, complaints and severe human rights impacts	Not applicable
ESRS S2. Workers in the Value Chain		
S2-1	Policies related to value chain workers	Supplier Lifecycle Management Supplier ESG Management
S2-2	Processes for engaging with value chain workers about impacts	To be reported in future years
S2-3	Processes to remediate negative impacts and channels for value chain workers to raise concerns	To be reported in future years
S2-4	Taking action on material impacts on value chain workers, and approaches to managing material risks and pursuing material opportunities related to value chain workers, and effectiveness of those action	To be reported in future years

ESRS Standard		Location/Explanation
S2-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	To be reported in future years
ESRS S3. Affected Communities		
S3-1	Policies related to affected communities	Community Management and Communication
S3-2	Processes for engaging with affected communities about impacts	Community Management and Communication
S3-3	Processes to remediate negative impacts and channels for affected communities to raise concerns	Community Management and Communication
S3-4	Taking action on material impacts on affected communities, and approaches to managing material risks and pursuing material opportunities related to affected communities, and effectiveness of those actions	Community Management and Communication Regional Revitalization Urban Traffic Congestion Management Caring for Vulnerable Groups Inclusive Education Disaster Relief and Recovery Medical Donations Employees' Volunteer Services Environmental Advocacy
S3-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	Community Impact
ESRS S4. Consumers And End-Users		
S4-1	Policies related to consumers and end-users	Multi-brand Featured Marketing Protection of Customers' Privacy Enhancement of Customer Experience After-sales Service and Recall Customer Engagement and Satisfaction
S4-2	Processes for engaging with consumers and end-users about impacts	Customer Engagement and Satisfaction
S4-3	Processes to remediate negative impacts and channels for consumers and end-users to raise concerns	Customer Engagement and Satisfaction
S4-4	Taking action on material impacts on consumers and end-users, and approaches to managing material risks and pursuing material opportunities related to consumers and end-users, and effectiveness of those actions	Responsible Marketing Management System Protection of Customers' Privacy Enhancement of Customer Experience After-sales Service and Recall Customer Engagement and Satisfaction
S4-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	To be reported in future years
ESRS G1. Business Conduct		
G1-1	Corporate culture and business conduct policies and corporate culture	To be reported in future years
G1-2	Management of relationships with suppliers	To be reported in future years
G1-3	Prevention and detection of corruption and bribery	Business Ethics
G1-4	Confirmed incidents of corruption or bribery	Business Ethics
G1-5	Political influence and lobbying activities	Not applicable
G1-6	Payment practices	To be reported in future years

Appendix Ⅴ: GRI Index[42]

GRI Standard		Location/Explanation
GRI 2: General Disclosures 2021		
2-1	Organizational details	About Us
2-2	Entities included in the organization's sustainability reporting	About This Report
2-3	Reporting period, frequency and contact point	About This Report
2-4	Restatements of information	No change
2-5	External assurance	Report Assurance
2-6	Activities, value chain and other business relationships	A Responsible Supply Chain for Mutual Growth A Legacy of Craftsmanship for Quality Excellence
2-7	Employees	A Talent Pool for Intelligence-driven Development
2-8	Workers who are not employees	A Talent Pool for Intelligence-driven Development A Responsible Supply Chain for Mutual Growth
2-9	Governance structure and composition	Governance Structure
2-10	Nomination and selection of the highest governance body	Diversity of the Board
2-11	Chair of the highest governance body	Management Responsibilities of the Board
2-12	Role of the highest governance body in overseeing the management of impacts	Management Responsibilities of the Board
2-13	Delegation of responsibility for managing impacts	Board Statement
2-14	Role of the highest governance body in sustainability reporting	Board Statement
2-15	Conflicts of interest	/
2-16	Communication of critical concerns	Stakeholder Engagement
2-17	Collective knowledge of the highest governance body	Board Statement
2-18	Evaluation of the performance of the highest governance body	Board Statement
2-19	Remuneration policies	Board Statement
2-20	Process to determine remuneration	/
2-21	Annual total compensation ratio	/
2-22	Statement on sustainable development strategy	Sustainability Philosophy
2-23	Policy commitments	Management Responsibilities of the Board
2-24	Embedding policy commitments	A Responsible Supply Chain for Mutual Growth A Legacy of Craftsmanship for Quality Excellence
2-25	Processes to remediate negative impacts	/
2-26	Mechanisms for seeking advice and raising concerns	/
2-27	Compliance with laws and regulations	Appendix Ⅵ: List of Major Laws and Regulations
2-28	Membership associations	/
2-29	Approach to stakeholder engagement	Stakeholder Engagement
2-30	Collective bargaining agreements	Employee Rights

[42] Usage Note: BYD has reported the information referenced in this GRI Index for the period from January 1, 2024 to December 31, 2024, with reference to the GRI Standards

GRI Standard		Location/Explanation
GRI 3: Material Topics 2021		
3-1	Process to determine material topics	Double Materiality Assessment
3-2	List of material topics	Double Materiality Assessment
3-3	Management of material topics	A Responsible Supply Chain For Mutual Growth A Legacy Of Craftsmanship For Quality Excellence
Economic		
GRI 201: Economic Performance 2016		
201-1	Direct economic value generated and distributed	Key Performance Indicators
201-2	Financial implications and other risks and opportunities due to climate change	/
201-3	Defined benefit plan obligations and other retirement plans	/
201-4	Financial assistance received from government	/
GRI 202: Market Presence 2016		
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	/
202-2	Proportion of senior management hired from the local community	/
GRI 203: Indirect Economic Impacts 2016		
203-1	Infrastructure investments and services supported	Regional Revitalization Urban Traffic Congestion Management Caring for Vulnerable Groups Inclusive Education Disaster Relief and Recovery
203-2	Significant indirect economic impacts	Medical Donations Employees' Volunteer Services Environmental Advocacy
GRI 204: Procurement Practices 2016		
204-1	Proportion of spending on local suppliers	/
GRI 205: Anti-corruption 2016		
205-1	Operations assessed for risks related to corruption	/
205-2	Communication and training about anti-corruption policies and procedures	Business Ethics Supply Chain Integrity
205-3	Confirmed incidents of corruption and actions taken	Business Ethics
GRI 206: Anti-competitive Behavior 2016		
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Business Ethics
GRI 207: Tax 2019		
207-1	Approach to tax	Tax Strategies
207-2	Tax governance, control, and risk management	Tax Strategies
207-3	Stakeholder engagement and management of concerns related to tax	/
207-4	Country-by-country reporting	/

GRI Standard		Location/Explanation
Environment		
GRI 301: Materials 2016		
301-1	Materials used by weight or volume	Key Performance Indicators
301-2	Recycled input materials used	Use of Resources
301-3	Reclaimed products and their packaging materials	Use of Resources
GRI 302: Energy 2016		
302-1	Energy consumption within the organization	Key Performance Indicators
302-2	Energy consumption outside of the organization	Key Performance Indicators
302-3	Energy intensity	Key Performance Indicators
302-4	Reduction of energy consumption	Green Energy
302-5	Reductions in energy requirements of products and services	Green Energy
GRI 303: Water and Effluents 2018		
303-1	Interactions with water as a shared resource	Use of Resources
303-2	Management of water discharge-related impacts	Use of Resources
303-3	Water withdrawal	Key Performance Indicators
303-4	Water discharge	Key Performance Indicators
303-5	Water consumption	Key Performance Indicators

GRI Standard		Location/Explanation
GRI 304: Biodiversity 2016		
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Biodiversity Conservation
304-2	Significant impacts of activities, products and services on biodiversity	Biodiversity Conservation
304-3	Habitats protected or restored	Biodiversity Conservation
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	Biodiversity Conservation
GRI 305: Emissions 2016		
305-1	Direct (Scope 1) GHG emissions	Key Performance Indicators
305-2	Energy indirect (Scope 2) GHG emissions	Key Performance Indicators
305-3	Other indirect (Scope 3) GHG emissions	Key Performance Indicators
305-4	GHG emissions intensity	Key Performance Indicators
305-5	Reduction of GHG emissions	Key Performance Indicators
305-6	Emissions of ozone-depleting substances (ODS)	Key Performance Indicators
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Key Performance Indicators
GRI 306: Waste 2020		
306-1	Waste generation and significant waste-related impacts	Use of Resources

GRI Standard		Location/Explanation
306-2	Management of significant waste-related impacts	Use of Resources
306-3	Waste generated	Key Performance Indicators
306-4	Waste diverted from disposal	Key Performance Indicators
306-5	Waste directed to disposal	Key Performance Indicators
GRI 308: Supplier Environmental Assessment 2016		
308-1	New suppliers that were screened using environmental criteria	/
308-2	Negative environmental impacts in the supply chain and actions taken	/
Social		
GRI 401: Employment 2016		
401-1	New employee hires and employee turnover	Key Performance Indicators
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Employee Benefits
401-3	Parental leave	/
GRI 402: Labor/Management Relations 2016		
402-1	Minimum notice periods regarding operational changes	/
GRI 403: Occupational Health and Safety 2018		
403-1	Occupational health and safety management system	Occupational Health and Safety Management System
403-2	Hazard identification, risk assessment, and incident investigation	Occupational Health and Safety Management System
403-3	Occupational health services	Occupational Health and Safety Management System
403-4	Worker participation, consultation, and communication on occupational health and safety	Occupational Health and Safety Management System
403-5	Worker training on occupational health and safety	Safety Culture
403-6	Promotion of worker health	Safety Culture
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Occupational Health and Safety Management System
403-8	Workers covered by an occupational health and safety management system	Occupational Health and Safety Management System
403-9	Work-related injuries	Key Performance Indicators
403-10	Work-related ill health	Not applicable
GRI 404: Training and Education 2016		
404-1	Average hours of training per year per employee	Key Performance Indicators
404-2	Programs for upgrading employee skills and transition assistance programs	Talent Training System
404-3	Percentage of employees receiving regular performance and career development reviews	Key Performance Indicators
GRI 405: Diversity and Equal Opportunity 2016		
405-1	Diversity of governance bodies and employees	Diversity of the Board
405-2	Ratio of basic salary and remuneration of women to men	Key Performance Indicators
GRI 406: Non-discrimination 2016		
406-1	Incidents of discrimination and corrective actions taken	Equality and Inclusion

GRI Standard		Location/Explanation
GRI 407: Freedom of Association and Collective Bargaining 2016		
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	/
GRI 408: Child Labor 2016		
408-1	Operations and suppliers at significant risk for incidents of child labor	/
GRI 409: Forced or Compulsory Labor 2016		
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	/
GRI 410: Security Practices 2016		
410-1	Security personnel trained in human rights policies or procedures	/
GRI 411: Rights of Indigenous Peoples 2016		
411-1	Incidents of violations involving rights of indigenous peoples	Not covered during the reporting period
GRI 413: Local Communities 2016		
413-1	Operations with local community engagement, impact assessments, and development programs	Community Management and Communication
413-2	Operations with significant actual and potential negative impacts on local communities	Community Management and Communication

GRI Standard		Location/Explanation
GRI 414: Supplier Social Assessment 2016		
414-1	New suppliers that were screened using social criteria	/
414-2	Negative social impacts in the supply chain and actions taken	/
GRI 415: Public Policy 2016		
415-1	Political contributions	Not applicable
GRI 416: Customer Health and Safety 2016		
416-1	Assessment of the health and safety impacts of product and service categories	Enhancement of Customer Experience
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Not covered during the reporting period
GRI 417: Marketing and Labeling 2016		
417-1	Requirements for product and service information and labeling	Responsible Marketing Management System
417-2	Incidents of non-compliance concerning product and service information and labeling	Key Performance Indicators
417-3	Incidents of non-compliance concerning marketing communications	Key Performance Indicators
GRI 418: Customer Privacy 2016		
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Protection of Customers' Privacy

Appendix VI: List of Major Laws and Regulations

Issue	Major Laws and Regulations
Environmental	Environmental Protection Law of the People's Republic of China Law of People's Republic of China on Environmental Impact Appraisal Law of the People's Republic of China on the Prevention and Control of Environmental Pollution by Solid Wastes Water Pollution Prevention and Control Law of the People's Republic of China Law of the People's Republic of China on the Prevention and Control of Atmospheric Pollution Law of the People's Republic of China on Prevention and Control of Soil Contamination Law of the People's Republic of China on the Prevention and Control of Noise Pollution Law of the People's Republic of China on Energy Conservation Land Administration Law of the People's Republic of China Regulations of the People's Republic of China on Nature Reserves Law of the People's Republic of China on Urban and Rural Planning Regulations on Environmental Management of Construction Project Administrative Measures for the Prevention and Control of Environmental Pollution by Electronic Waste
Employment	Labor Law of the People's Republic of China Labor Contract Law of the People's Republic of China Law of the People's Republic of China on Promotion of Employment Social Insurance Law of the People's Republic of China Provisions on Prohibition of Child Labor Law of the People's Republic of China on Protection of Minors Company Law of the People's Republic of China Provisions on Minimum Wages Provisions on Democratic Management of Enterprises Employment Ordinance (Hong Kong)
Health and Safety	Labour Law of the People's Republic of China Fire Control Law of the People's Republic of China Law of the People's Republic of China on Work Safety Law of the People's Republic of China on Prevention and Control of Occupational Diseases Law on Safety of Special Equipment of the People's Republic of China Regulation on Work-Related Injury Insurance Emergency Response Law of the People's Republic of China Construction Law of the People's Republic of China Law of the People's Republic of China on Labor-dispute Mediation and Arbitration Provisions on the Administration of Occupational Health at Workplaces Regulations on the Reporting, Investigation and Handling of Production Safety Accidents

Issue	Major Laws and Regulations
Health and Safety	Interim Provision on the Screening, Identification and Control of Work Safety Accident Hazards Provisions on the Negotiation and Mediation of Enterprise Labor Disputes Administrative Regulations on the Work Safety of Construction Projects
Labor Standards	Labor Law of the People's Republic of China Labor Contract Law of the People's Republic of China Regulation on Public Holidays for National Annual Festivals and Memorial Days Implementation Measures for Paid Annual Leave for Employees of Enterprises Regulations on the Medical Treatment Period of Sickness or Non-Work-Related Injury of Enterprise Employees
Supply Chain Management	Civil Code of the People's Republic of China Law of the People's Republic of China on Bid Invitation and Bidding Government Procurement Law of the People's Republic of China
Product Responsibility	Civil Code of the People's Republic of China Law of the People's Republic of China on Product Quality Advertising Law of the People's Republic of China Cybersecurity Law of the People's Republic of China Data Security Law of the People's Republic of China Personal Information Protection Law of the People's Republic of China Trademark Law of the People's Republic of China Copyright Law of the People's Republic of China Patent Law of the People's Republic of China Information Security Technology Guidelines for the Security of Personal Information
Anti-corruption	Company Law of the People's Republic of China Securities Law of the People's Republic of China Anti-Money Laundering Law of the People's Republic of China Prevention of Bribery Ordinance (Hong Kong)
Community Investment	Charity Law of the People's Republic of China Measures for the Information Disclosure of Charitable Organisations

Appendix Ⅶ : Abbreviations Cross-reference Table

Abbreviations	Full Name
PLM	Product Lifecycle Management
FMEA	Failure Mode and Effect Analysis
OTS	Off Tooling Sample
PPAP	Production Part Approval Process
QIT	Quality Improvement Team
MSA	Measurement System Analyse
SPC	Statistical Process Control
NVH	Noise, Vibration, Harshness
EMC	Electromagnetic Compatibility
RoHS	Restriction of Hazardous Substances
MES	Manufacturing Execution System
EAM	Enterprise Asset Management

Abbreviations	Full Name
WMS	Warehouse Management System
QMS	Quality Management System
SAP	Systems Applications and Products
SRM	Supplier Relationship Management
APS	Advanced Planning and Scheduling
REACH	Registration，Evaluation，Authorisation and Restriction of Chemicals
POPs	Persistent Organic Pollutants
SMT	Surface Mount Technology
TSCA	The Toxic Substances Control Act
JRC	The Joint Research Centre of the European Commission
LP-EGR	Low Pressure-Exhaust Gas Recirculation
BMC	Battery, Motor, and Electric Control Technology

ASSURANCE STATEMENT

ASSURANCE STATEMENT CN25/00001624

SGS-CSTC'S REPORT ON SUSTAINABILITY ACTIVITIES IN THE *BYD COMPANY LIMITED'S SUSTAINABILITY REPORT FOR 2024*

NATURE OF THE ASSURANCE/VERIFICATION
SGS-CSTC STANDARDS TECHNICAL SERVICES CO., LTD. (hereinafter referred to as SGS) was commissioned by BYD COMPANY LIMITED (hereinafter referred to as BYD) to conduct an independent assurance of the Chinese version of *BYD COMPANY LIMITED's Sustainability Report for 2024* (hereinafter referred to as the Report) for the period of January 1, 2024 to December 31, 2024.

INTENDED USERS OF THIS ASSURANCE STATEMENT
This Assurance Statement is provided with the intention of informing all BYD's Stakeholders.

RESPONSIBILITIES
The sustainability information in the Report and its presentation are the responsibility of the ESG governing body and the management of BYD. SGS has not been involved in the preparation of any of the material included in the Report.

Our responsibility is to express an opinion on the text, data, graphs and statements within the scope of assurance based upon sufficient and appropriate objective evidence.

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

ASSURANCE STANDARDS, TYPE AND LEVEL OF ASSURANCE
The assurance of this report has been conducted according to the AA1000 Assurance Standard (AA1000AS v3), a standard used globally to provide assurance on sustainability-related information across organizations of all types, including the evaluation of the nature and extent to which an organization adheres to the AccountAbility Principles (AA1000AP, 2018).

Assurance has been conducted at a moderate level of scrutiny.

SCOPE OF ASSURANCE
The scope of the assurance included evaluation of quality, accuracy and reliability of the Report and evaluation of adherence to the following reporting criteria:

Reporting Criteria Options
AA1000 Accountability Principles (2018)
GRI Standards 2021 (With Reference to)
Appendix C2 Environmental, Social and Governance Reporting Code of Listing Rules published by Hong Kong Exchanges and Clearing Limited's (HKEX)

ASSURANCE METHODOLOGY
The assurance comprised a combination of pre-assurance research, interviews with relevant employees on-site at the headquarters of BYD, No. 3009, BYD Road, Pingshan District, Shenzhen City, Guangdong Province, P.R. China and online review and validation of documentation and records with relevant personnel of BYD's affiliate where relevant.

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

The greenhouse gas emissions related data in the Report has not undergone verification by an independent third-party auditor. In the context of the present assurance engagement, our procedures were limited to sample-based validation.

This assurance engagement was restricted to the group level of BYD and did not include traceability of original data from all subordinate institutions.

No compliance verification was conducted in respect of *Part D: Climate-related disclosures* of the *Appendix C2 Environmental, Social and Governance Reporting Code of Listing Rules* published by HKEX, and the climate related verification was still implemented in accordance with the previous version of *Appendix C2 Environmental, Social and Governance Reporting Guide*.

STATEMENT OF INDEPENDENCE AND COMPETENCE
The SGS Group of companies is the world leader in inspection, testing and certification operating in multiple countries and providing services. SGS affirm our independence from BYD, being free from bias and conflicts of interest with the organisation, its subsidiaries and stakeholders.

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

FINDINGS AND CONCLUSIONS

ASSURANCE/VERIFICATION OPINION
On the basis of the described methodology and the assurance performed, the information and data contained in the Report are accurate and reliable, and fairly and balancedly represent BYD's sustainability activities as described in the Report.

The Report conforms to the four principles of the AA1000AS v3 to the following extent:

INCLUSIVITY
The Report has identified the organization's stakeholders, collected their expectations and concerns, established methods for stakeholder communication and engagement, and undertaken various forms of dialogue and interaction with them.

MATERIALITY
The Report has reasonably disclosed significant issues and indicators that materially affect stakeholder evaluations and decisions, reflecting the organization's most significant impacts on economic, environmental, and social matters based on the concerns raised by relevant stakeholders.

RESPONSIVENESS
The Report has demonstrated the established channels for stakeholder interaction and has fully addressed stakeholder concerns and expectations. Additionally, it has provided transparent responses on material issues to an appropriate extent.

IMPACT
The Report has provided an account of the monitoring and measurement of the principal activities' impacts concerning environmental, social and governance (ESG) issues.

CONCLUSIONS BASED ON *APPENDIX C2 ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORTING CODE OF LISTING RULES* PUBLISHED BY HKEX AND *GRI STANDARDS 2021*
The assurance team concludes that the Report has been prepared in accordance with the requirements of *Appendix C2 Environmental, Social and Governance Reporting Code of Listing Rules* published by HKEX and has referred to the requirements of *GRI Standards 2021*

Signed:

For and on behalf of SGS-CSTC

David Xin
Sr. Director– Business Assurance
16/F Century Yuhui Mansion, No. 73, Fucheng Road, Beijing, P.R. China

Mar. 14th, 2025
WWW.SGS.COM

AA1000 Licensed Report 000-8/V3-BHWZP

ASSURANCE STATEMENT

bsi.

INDEPENDENT ASSURANCE OPINION STATEMENT

BYD Company LimitedSustainability Report 2024

Statement No.: SRA 824682

To the stakeholders and management of BYD Company Limited

The British Standards Institution (BSI) has conducted a limited assurance engagement on the sustainability information (described in the "Scope") in the Sustainability Report 2024 (hereafter referred to as "Report") of BYD Company Limited (hereafter referred to as "BYD" in this statement) .

Scope & Criteria

The Scope and verification criteria of engagement agreed between BYD and BSI includes the following:

1. BYD ESG Framework in accordance with IWA 48:2024 Framework for implementing environmental, social and governance (ESG) principles.

2. The assurance covers all information and data presented in the Report, and focuses on electric vehicles, energy storage power stations, and solar power related business activities of BYD and its wholly-owned subsidiaries ("the Group") during the period from January 1, 2024 to December 31, 2024. The Report is prepared in accordance with the Hong Kong Stock Exchange's ("HKEx") Environmental, Social and Governance Reporting Code ("ESG Code").

3. Evaluation of the specified sustainability performance data management disclosed in the Report, without evaluating the reliability of sustainability data, including but not limited to the following in accordance with ISAE3000 (Revised) with limited assurance:

Environment:

- Total direct GHG emissions (Scope 1)
- Total indirect GHG emissions from imported energy (Scope 2)
- GHG emission intensity (Scopes 1 & 2)
- Total non-hazardous waste produced (municipal solid waste, general industrial solid waste, industrial recyclable waste)
- Total energy (non-renewable) consumption and its intensity
- Total purchased electricity
- Total natural gas consumption
- Total diesel consumption
- Total petrol consumption
- Total water consumption and its intensity
- Total renewable electricity consumption
- Total hazardous solid waste and its intensity

For and behalf of BSI:

Michael Lam, Senior Vice President, APAC Assurance

...making excellence a habit.

Issue Date: 2025-03-18 Effective Date: 2025-03-18

The British Standards Institution is independent to the above named client and has no financial interest in the above named client. This Opinion Statement has been prepared for the above named client only for the purposes of verifying its statements relating to its ESG more particularly described in the scope. It was not prepared for any other purpose. The British Standards institution will not, in providing this Opinion Statement, accept or assume responsibility (legal or otherwise) or accept liability for or in connection with any other purpose for which it may be used or to any person by whom the Opinion Statement may be read. This Opinion Statement is prepared on the basis of review by The British Standards Institution of information presented to it by the above named client. The review does not extend beyond such information and is solely based on it. In performing such review, The British Standards Institution has assumed that all such information is complete and accurate. Any queries that may arise by virtue of this Opinion Statement or matters relating to it should be addressed to the above name client only.

Statement No.: SRA 824682

Social:

- Gender pay ratio (female to male, basic salary)
- Total number of work-related fatalities (employees)
- Lost time due to work-related injuries
- Employee turnover rate
- Average training hours per employee

Opinion Statement & Conclusion

1. We have conducted a limited assurance engagement on the sustainability information described in the "Scope" above (Sustainability Information).
2. Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the accompanying Sustainability Information is not prepared, in all material respects, in accordance with HKEx ESG Guide. We also concluded that no evidence showed that BYD's ESG management principles and activities are not in compliance with the requirements of the IWA 48:2024 standard.

Methodology

Our assurance engagement was carried out in accordance with International Standard on Assurance Engagements 3000 (Revised), Assurance Engagements other than Audits or Reviews of Historical Financial Information, and International Standard on Assurance Engagements 3410, Assurance Engagements on Greenhouse Gas Statements, issued by the International Auditing and Assurance Standards Board. Our work was designed to gather evidence on which to base our conclusion. These standards require that we plan and perform this engagement to obtain limited assurance on whether the Sustainability Information is free from material misstatement. We undertook the following activities:

1. A top level review of issues raised by external parties that could be relevant to BYD's policies to provide a check on the appropriateness of statements made in the Report
2. Discussion with senior executives on BYD's approach to stakeholder engagement. We had no direct contact with external stakeholders
3. Interview with staff involved in sustainability management, report preparation and provision of report information
4. Review and assessment of double materiality assessment process
5. Review of key developments of the Group
6. Review of the process and systems for collecting and reporting the sustainability information/data
7. Review of supporting evidence for claims made in the Report
8. Review of environmental, social and governance data, including the target progress achieved, to ensure the data had been appropriately measured, recorded, collated and reported
9. An assessment of the Group's reporting and management processes concerning this Report against the principles of Inclusivity, Materiality, Responsiveness and Impact

Issue Date: 2025-03-18 Effective Date: 2025-03-18

The British Standards Institution is independent to the above named client and has no financial interest in the above named client. This Opinion Statement has been prepared for the above named client only for the purposes of verifying its statements relating to its ESG more particularly described in the scope. It was not prepared for any other purpose. The British Standards institution will not, in providing this Opinion Statement, accept or assume responsibility (legal or otherwise) or accept liability for or in connection with any other purpose for which it may be used or to any person by whom the Opinion Statement may be read. This Opinion Statement is prepared on the basis of review by The British Standards Institution of information presented to it by the above named client. The review does not extend beyond such information and is solely based on it. In performing such review, The British Standards Institution has assumed that all such information is complete and accurate. Any queries that may arise by virtue of this Opinion Statement or matters relating to it should be addressed to the above name client only.

Statement No.: SRA 824682

Responsibility

It is the responsibility of BYD for the preparation and fair presentation of the Sustainability Information in accordance with agreed criteria as stated in the Scope and verification criteria section of this statement. This responsibility includes the design, implementation and maintenance of internal control relevant to the preparation of Sustainability Information that is free from material misstatement, whether due to fraud or error.

BSI is responsible for providing an independent assurance opinion statement to stakeholders giving our professional opinion based on the Scope and methodology described. Any queries that may arise by virtue of this independent assurance opinion statement or matters relating to it should be addressed to BYD only.

Independence, Quality Control and Competence

BSI is independent to BYD and has no financial interest in the operation of BYD other than for the assurance of the sustainability statements contained in this Report.

This independent assurance opinion statement has been prepared for the stakeholders of BYD only for the purposes of verifying its statements relating to its environmental, social and governance (ESG), more particularly described in the Scope above.

This independent assurance opinion statement is prepared on the basis of review by BSI of information presented to it by BYD. In making this independent assurance opinion statement, BSI has assumed that all information provided to it by BYD is true, accurate and complete. BSI accepts no liability to any third party who places reliance on this statement.

BSI applies its own management standards and compliance policies for quality control, in accordance with ISO/IEC 17021-1:2015 and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

BSI is a leading global standards and assessment body founded in 1901. The BSI assurance team has extensive experience in conducting verification over environmental, social and governance (ESG), including GRI standard, IWA 48, AA1000, ISAE3000, HKEx ESG Code, Beijing/Shanghai/Shenzhen ESG Guidelines, ISO 10002, ISO 14001, ISO 45001, ISO 45003 and ISO 9001, etc. The assurance is carried out in line with the BSI Fair Trading Code of Practice.

Team Leader : Kalin Ye Aili Tang

Issue Date: 2025-03-18 Effective Date: 2025-03-18

The British Standards Institution is independent to the above named client and has no financial interest in the above named client. This Opinion Statement has been prepared for the above named client only for the purposes of verifying its statements relating to its ESG more particularly described in the scope. It was not prepared for any other purpose. The British Standards institution will not, in providing this Opinion Statement, accept or assume responsibility (legal or otherwise) or accept liability for or in connection with any other purpose for which it may be used or to any person by whom the Opinion Statement may be read. This Opinion Statement is prepared on the basis of review by The British Standards Institution of information presented to it by the above named client. The review does not extend beyond such information and is solely based on it. In performing such review, The British Standards Institution has assumed that all such information is complete and accurate. Any queries that may arise by virtue of this Opinion Statement or matters relating to it should be addressed to the above name client only.

FEEDBACK FORM

Dear reader, to make our CSR reports even better, we are grateful for your advice and suggestions. Please kindly fill out the following questionnaire and send it back to us at ESG.office@byd.com

Your Information

Name	Employer	Position	Telephone	Fax	Email

Open questions

1. Which part of this report are you most satisfied with?

2. What further information would you like to have?

3. Do you have any suggestion for our future Sustainability Report?

Multiple choice questions (Please check the corresponding box)

1. This report has provided a full and accurate view of the major impacts of the Company on the economy, society and environment.

☐ Very good ☐ Good ☐ Fair ☐ Bad ☐ Very Bad

2. This report provides response to stakeholders' concerns and disclosures.

☐ Very good ☐ Good ☐ Fair ☐ Bad ☐ Very Bad

3. The information, indicators and data disclosed in this report are clear, accurate and complete.

☐ Very good ☐ Good ☐ Fair ☐ Bad ☐ Very Bad

4. The readability of this report, i.e., the logic, content design, language and layout design is:

☐ Very good ☐ Good ☐ Fair ☐ Bad ☐ Very Bad



比亚迪股份有限公司
BYD COMPANY LIMITED

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