



**東風汽車集團股份有限公司**  
**DONGFENG MOTOR GROUP COMPANY LIMITED\***

Stock Code: 489

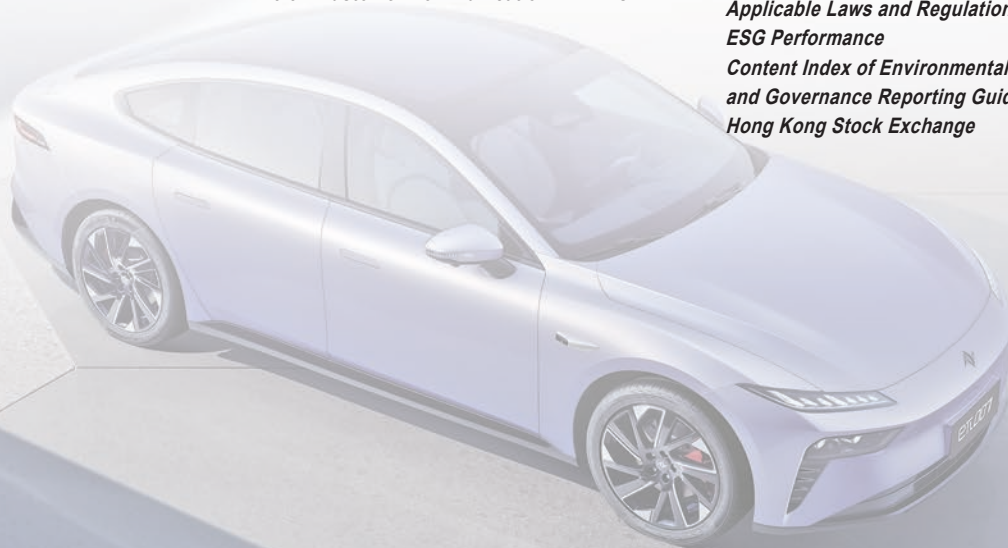
# 2023 ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT



\* For identification purposes only

# CONTENTS

About this Report	2	3. Nurturing, Respecting and Caring Talents	77
Chairman's Statement	5	3.1 Employment and Rights Protection	77
Special Section: Green Technology Leading the Future	8	3.1.1 Compliant Employment	77
Pioneering Progress in 2023	13	3.1.2 Protection of Rights and Interests of Employees	82
Key Work of Dongfeng Motor Group in 2023	14	3.2 Remuneration and Benefits	84
Honors and Awards in 2023	16	3.3 Training and Development	87
1. Stay True to Our Original Aspiration and Advance with Compliance	18	3.3.1 Talent Development Strategies	87
1.1 Corporate Governance	18	3.3.2 Talent Training System	89
1.1.1 Corporate Governance Structure	19	3.4 Employee Care	96
1.1.2 ESG Governance	20	3.4.1 Care for Employees	96
1.2 Compliance Operation and Business Ethics	29	3.4.2 Employee Communication	100
1.2.1 Compliance Operation	29	3.4.3 Occupational Health and Safety	100
1.2.2 Risk Management	32	3.5 Contributing to Rural Revitalisation	109
1.2.3 Business Ethics and Anti-corruption	37	3.6 Dedicated to Public Welfare	113
1.3 Party Leadership	42	4. Growing with Industrial Economy, Forming Win-win Results	119
2. Technological Leap and Quality Enhancement	46	4.1 Supply Chain Management	119
2.1 Unleashing the Potential of Sci-tech Innovation	46	4.1.1 Supplier Management System	120
2.1.1 Sci-tech Innovation Strategy	46	4.1.2 Building a Responsible Supply Chain	125
2.1.2 Measures for Sci-tech Innovation	50	4.1.3 Empowering Suppliers	128
2.1.3 Achievements in Sci-tech Innovation	52	4.2 Propelling Industrial Development	132
2.1.4 Protection of Intellectual Property Rights	61	4.2.1 Industry Chain Co-operation	132
2.2 Ensuring Work Safety	67	4.2.2 University-enterprise Cooperation	138
2.2.1 Work Safety Management System	67	5. Low-carbon Transformation	141
2.2.2 Work Safety Measures	68	5.1 Environmental Management System	142
2.2.3 Cultivation of a Safety Culture	70	5.2 Addressing Climate Change	143
2.3 Upgrading Quality Services	70	5.3 Energy Management	150
2.3.1 Quality Management System	71	5.4 Exhaust Gas and Waste Management	158
2.3.2 Enhancing Product Quality	72	5.4.1 Exhaust Gas Management	158
2.3.3 Quality Training	73	5.4.2 Waste Management	160
2.3.4 High-Quality Services	74	5.5 Water Resource Management	166
2.3.5 Customer Communication	75	5.6 Biodiversity Management	170
		Appendix	175
		Applicable Laws and Regulations	175
		ESG Performance	176
		Content Index of Environmental, Social and Governance Reporting Guide of Hong Kong Stock Exchange	181



## About this Report

This report represents the eighth environmental, social and governance (hereinafter referred to as the “**ESG**”) report issued by Dongfeng Motor Group Company Limited, which focuses on the disclosure of relevant information on the environmental, social and governance performance of the Group for the period from 1 January 2023 to 31 December 2023 (“**Reporting Period**”), covering Dongfeng Motor Group Company Limited and its affiliates.

### Guiding Principle

This report complies with the Environmental, Social and Governance Reporting Guide issued by the Stock Exchange of Hong Kong Limited (hereinafter referred to as the “**Hong Kong Stock Exchange**”). The contents of this report are determined based on a set of systematic procedures. Such procedures include: identifying and prioritizing key stakeholders, identifying and prioritizing ESG issues by materiality, determining the scope of this ESG Report, collecting relevant materials and data, compiling the report based on relevant information, and reviewing information in the report.

In the process of preparation, the following important standards were referred to:

- 2030 Agenda for Sustainable Development by United Nations (UN) (**UN SDGs**)
- Sustainability Reporting Guidelines by Global Reporting Initiative (GRI) (**GRI Standards**)
- SASB Standards by Sustainability Accounting Standards Board (**SASB**) Foundation
- The International Sustainability Standards Board’s (**ISSB**) International Financial Reporting Standard on Sustainability No. 1: General Requirements for Disclosure of Sustainability-related Financial Information (**IFRS S1**) and International Financial Reporting Standard on Sustainability No. 2: Climate-related Disclosures (**IFRS S2**)
- Recommendations for Climate-related Financial Information Disclosure by the Task Force on Climate-Related Financial Disclosure (**TCFD**)

### Scope and Boundary of the Report

The ESG related policies, statements, implementation of policies described, and data performance quantified in this report mainly cover the headquarters, subsidiaries, joint ventures and associated corporations (including those companies in which equity interests are, directly or indirectly, held through subsidiaries, joint ventures, associated corporations) of Dongfeng Motor Group Company Limited. Among them, a small part of the data covers the scope less than the above, and separate explanations will be given for any mention of Dongfeng Motor Corporation (formerly known as “Dongfeng Motor Company”), the parent of Dongfeng Motor Group Company Limited in certain parts hereof.

## About this Report (Continued)

### Appellation Explanation

For the convenience of wording and reading, any reference to the “Group”, “Dongfeng Motor Group” and “we” or “us” in this report refers to **Dongfeng Motor Group Company Limited** (hereinafter refer to the “Company”) and its subsidiaries, joint ventures, and associated corporations (including those companies in which equity interests are held, directly or indirectly, through subsidiaries, joint ventures, and associated corporations).

Set out below are other definitions:

Dongfeng Passenger Vehicle Research & Development Centre	Dongfeng Passenger Vehicle Company
Dongfeng Honda	Dongfeng Research & Development Centre
Dongfeng Honda Engine	Dongfeng Honda Automobile Co., Ltd.
Dongfeng Honda Parts	Dongfeng Honda Engine Co., Ltd.
Dongfeng Parts and Components	Dongfeng Honda Auto Parts Co., Ltd.
Dongfeng Liuzhou Motor	Dongfeng Parts and Components (Group) Co., Ltd.
Dongfeng Automobile	Dongfeng Liuzhou Motor Co., Ltd.
Dongfeng Nissan	Dongfeng Automobile Co., Ltd.
Dongfeng Commercial Vehicle	Dongfeng Nissan Passenger Vehicle Company
Dongfeng Special Commercial Vehicle	Dongfeng Commercial Vehicle Co., Ltd.
VOYAH	Dongfeng Special Commercial Vehicle Co., Ltd.
Peugeot Citroën Automobile	VOYAH Motor Science and Technology Company
Zhengzhou Nissan	Dongfeng Peugeot Citroën Automobile Co., Ltd.
Zhixin Technology	Zhengzhou Nissan Motor Co., Ltd.
Dongfeng Zhuolian	Zhixin Technology Co., Ltd.
M-Hero	Dongfeng Zhuolian Automobile Service Co., Ltd.
	Dongfeng Motor Group Company Limited Mengshi Automobile Technology Company
Dongfeng Automobile Trade	Dongfeng Automobile Trade Co., Ltd.
Dongfeng Usharing	Dongfeng Usharing Technology Co., Ltd.
Dongfeng Axle	Dongfeng Dana Axle Co., Ltd.
Dongfeng Chassis System	Dongfeng Automotive Chassis System Co., Ltd.
Dongfeng Casting	Dongfeng (Shiyan) Nonferrous Casting Co., Ltd.
DFT	Dongfeng Fuji Thomson Thermostat Co., Ltd.
Dongfeng Yanfeng	Dongfeng Yanfeng Automotive Cockpit System Co., Ltd.
Dongfeng MAHLE	Dongfeng MAHLE Thermal Systems Co. Ltd.

## About this Report (Continued)

### Reporting Principles and Data Sources

This report follows the principles of importance, quantification, balance, and consistency in the ESG Reporting Guide. The data and the cases presented in the report are mainly derived from the Group's statistical reports and relevant documents. The Group undertakes that this report does not contain any false information or misleading statement and accepts responsibility for the contents hereof as to authenticity, accuracy and completeness.

### Confirmation and Approval

This report was approved by the Board on 22 March 2023 after confirmation by the management.

### Access to and Feedback for this Report

This report is available for inspection in both Traditional Chinese and English. Based on the consideration of environmental protection, we recommend reading the electronic version of the report, which can be obtained within the “Financial Statements/ESG Information” category of Dongfeng Motor Group Company Limited at the website of Hong Kong Stock Exchange or at the official website of the Company.

We hold the opinions of stakeholders in high regard, and we are glad to answer any readers who get in touch with us via the following contacts. Your opinions will be helpful for us to further improve this report and enhance the overall environmental, social and governance performance of the Group.

### Contacts:

Email: [ir@dfmc.com.cn](mailto:ir@dfmc.com.cn)

Address: Special No. 1 Dongfeng Road, Economic and Technology Development Zone, Wuhan, Hubei

 **Chairman's Statement**

It is an honor to present the Environmental, Social and Governance (ESG) Report, detailing the ESG progress and results of Dongfeng Motor Group Company Limited (hereinafter referred to as “the Group”) over the past year, to all stakeholders.

2023 is a year full of challenges and tenacious efforts, as well as a year of solid progress on our journey towards sustainable development. Dongfeng Motor Group has firmly committed to protecting the ecological environment and promoting green development as our vital mission and responsibility. We have deeply implemented Xi Jinping’s thought on ecological civilization and firmly adhered to the new development concept. We have firmly grasped the opportunities presented by the electrification and intelligitization of the automotive industry, and bravely forged ahead in the difficulties. In addition, we have continuously strengthened our core competitiveness in green and low-carbon development, actively fulfilled our social responsibilities, and continuously consolidated our compliance and governance foundation, laying a solid foundation for the sustainable development of the enterprise.

Intensify independent research and development, and accelerate innovative development. Based on self-reliance and self-improvement in high-level technology, we have continuously strengthened the status of enterprises as the mainstay of technological innovation, concentrated advantageous resources and forces, and organized efforts in breakthrough of key and core technologies. Currently, we have achieved independent control over a number of key and core technologies such as the SOA centralized electronic architecture, the ten-in-one high-efficiency electric drive, solid-state batteries, and 800V+4C fast charging. The number of invention patents published and authorized has ranked first in the industry for two consecutive years.

Accelerate transformation and upgrading, with a clear focus on green development. Through integrated management and specialized integration, we have formed aggregation advantages for transformation and development. By adhering to the simultaneous development of hybrid power, electric power, and hydrogen power, we have comprehensively completed the strategic layout of new energy brands, platforms, products, and key resources. We have independently constructed three major platforms for autonomous passenger vehicles: the M TECH Mengshi architecture, the Dongfeng Quantum architecture, and the DSMA energy-saving architecture, as well as four unified platforms for new energy commercial vehicles across the Group. In 2023, we launched over 10 new energy passenger vehicle products, such as M-Hero 917, Voyah Dream and Voyah Passion, Nano 01, and e $\pi$  007. The high-end new energy brand Voyah Automobile achieved an “increase in monthly sales for seven consecutive months” and was exported to countries such as Norway and Finland. We launched the Dongfeng hydrogen energy brand “Dongfeng Hydrogen Boat”, with a full-stack fuel cell solution to build a domestically leading high-power hydrogen power platform.

Improve the performance accountability and bravely shoulder social responsibilities. By focusing on the center and serving the overall interests, we continuously improve our accountability management and optimize accountability practices. In 2023, the Group’s social responsibility development index ranked among the top five Chinese enterprises, achieving a historical best level. Guided by green ecology, we contribute to rural revitalization and actively promote green agriculture assistance by leveraging our industrial advantages, management expertise, and talent resources. We fully support and coordinate the targeted assistance programs, and increase investment in funds and other resources to provide strong impetus for rural revitalization.

## Chairman's Statement (Continued)

Accelerate the “Green Dongfeng” initiative to help in building a beautiful China. We have set an ambitious green development goal of reducing carbon emission intensity by 15% by 2025. To achieve this goal, we have steadfastly implemented the “2023 Carbon Peaking Action Plan”, promoted clean, low-carbon, and efficient energy utilization, and orderly implemented carbon peaking actions; continuously advanced the “Green Dongfeng 2025” initiative, and further advanced the construction of green factories, the R&D of green products, and the upgrading of green supply chains.

Strive for excellence and make steady progress. We continue to advance the construction of the Dongfeng Excellence Quality Management System, with steady improvements in quality management levels. At the same time, we strengthen the Group's control over the quality management systems of various subsidiaries, fully identify management risks and discover opportunities for improvement, continuously enhance the suitability, adequacy, and effectiveness of the company's quality management system, improve product quality, and provide customers with higher-quality products.

Stay true to our original aspiration and move forward with determination. 2024 marks the 75th anniversary of the founding of the People's Republic of China and is also a crucial year for Dongfeng Motor Group to accelerate transformation and upgrading, serving as a link between the past and the future. Based on the overall strategic layout of the “14th Five-Year Plan”, we have formulated and expedited the implementation of the “Three-Year Action Plan for Transformation and Upgrading”. The Group is committed to ensuring that the main models of Dongfeng's independent brand passenger vehicles achieve 100% electrification by 2024. Looking ahead to 2025, we will further strive to achieve the sales goal of more than one million new energy vehicles annually. In the next three years, the Group plans to invest RMB50 billion, launch 18 models of new energy passenger vehicles, and realize the Group's sustainable development and business growth in harmony, empowering the people's pursuit of a better automotive life, and contributing to the green development of the automotive industry in China.

*Chairman*  
**Yang Qing**

## Chairman's Statement (Continued)

### Board Statement

Dongfeng Motor Group recognizes the significance of environmental, social, and governance (ESG) factors for the long-term stable operation of the company. We place great emphasis on sustainable development management and have established an effective ESG governance mechanism.

As the coordinating body in the ESG governance structure, the Board of Directors of the Group is responsible for formulating the appropriate ESG strategy through the overall planning on the specific work of the ESG Work Committee and ESG Work Group by taking into account the actual situation of the company, and regularly reviewing the ESG objectives to ensure the implementation of stable and efficient ESG management.

The implementation and execution of daily ESG work within the Group are primarily carried out by the ESG Work Group. This Work Group, coordinated by the ESG office, collects ESG-related data from various functional departments and subsidiaries, prepares and discloses ESG reports, and regularly reports to the ESG Work Committee to facilitate the smooth progress of daily ESG work.

We establish timely and transparent communication and response channels with stakeholders to actively address their concerns, conduct regular evaluations of important ESG issues, and formulate ESG development strategies accordingly. The identification of significant ESG issues is discussed and approved at different levels within the Group, with relevant data collected and reported to the Work Committee to support ESG risk identification efforts.

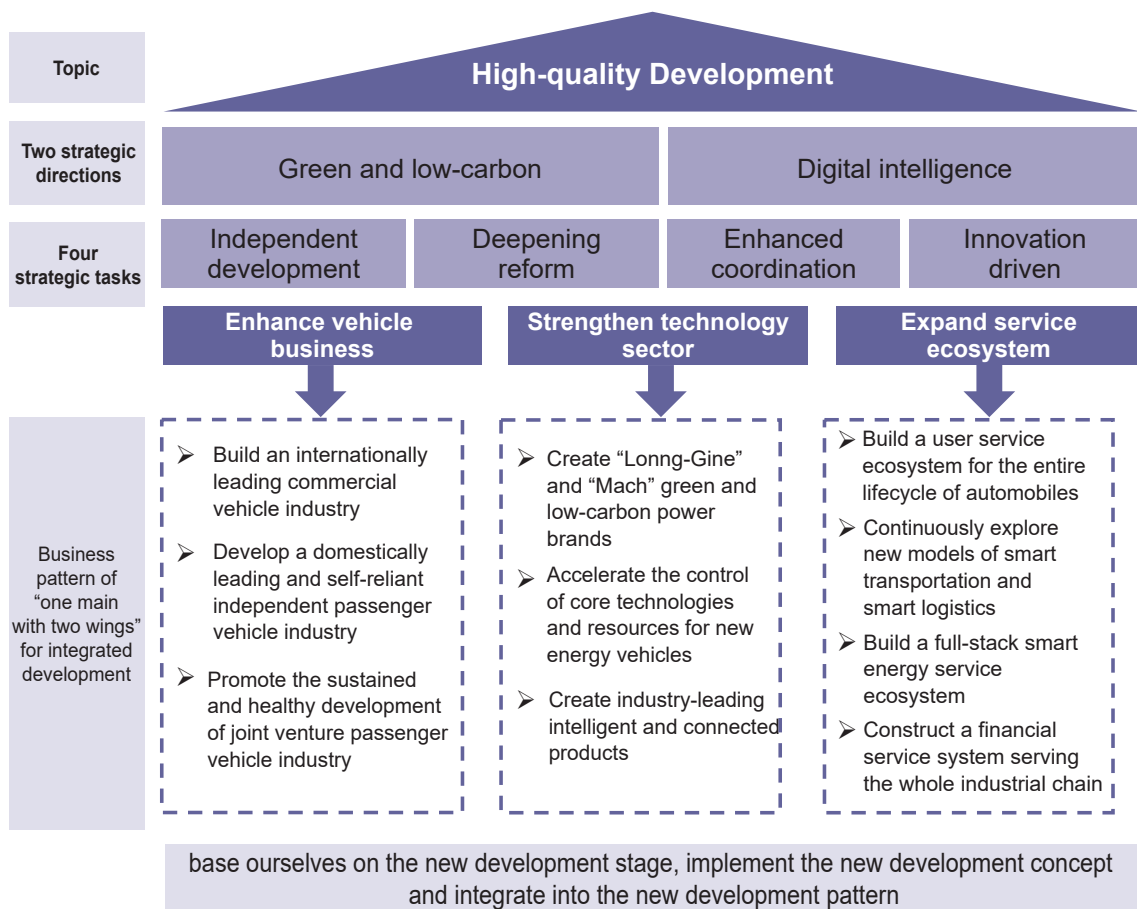
The ESG Work Committee maintains stable and transparent communication channels and feedback mechanisms with stakeholders, identifies the main ESG objectives of the enterprise based on the ESG issues of key concern to stakeholders, and reports them to the Board of Directors. Furthermore, the Committee also guides the ESG Work Group in carrying out related work and oversees the performance related to achieving ESG objectives.



## Special Section: Green Technology Leading the Future

2023 marks a pivotal year for Dongfeng Motor Group, not only as the intermediate phase of its “14th Five-Year Plan” but also the inaugural year of its “Three-Year Action Plan for Transformation and Upgrading”. In pursuit of the objectives outlined in the “14th Five-Year Plan”, we are based on the new trends in the industry and accelerate our transformation and upgrading efforts in alignment with national strategic demands. Amidst the changing landscape, the Group has embarked on a new journey, accelerating its deployment in the new energy and intelligence sectors. Through technological innovation, we aim to provide answers to the questions of the era for promoting high-quality development of the industry.

We are based on the business pattern of “one main with two wings”, focusing on the two core strategies of “green energy” and “intelligence”, to continuously improve the vehicle business, strengthen the technology sector, and expand the service ecosystem, constantly consolidating the core competitiveness of the enterprise. During the “14th Five-Year Plan” period, the Group accelerates the advancement of the “Rising Dongfeng” plan, implements the special action to build a world-class enterprise, and speeds up the transformation into an excellent technology enterprise, with the aim to lead innovation with strategic planning and drive development through innovation, laying a solid foundation for a strong technology-driven enterprise.



**Guide on Dongfeng Motor Group’s “Rising Dongfeng” plan**

## Special Section: Green Technology Leading the Future (Continued)

### Advance the “Three-Year Action for Transformation and Upgrading”, and accelerate the development of new energy vehicles

Dongfeng Motor Group has conducted a strategic review and diagnosis of the “14th Five-Year Plan”, and formulated an action plan for the latter three years (2023–2025) titled “Three-Year Action for Transformation and Upgrading” by considering the industry trend. As a new round of technological revolution and industrial transformation emerges, the Group actively responds to the nation’s commitment to a green, low-carbon, and sustainable development path. We integrate the development of new energy vehicle business into the goals of the “Three-Year Action for Transformation and Upgrading”, to accelerate the advancement of technological innovation and industrial development in new energy vehicles.

The comprehensive market contribution of independent passenger vehicles and joint venture ones reached "1:1"  
Form two-wheel driven and balanced development for independent vehicles and joint venture ones

The proportion of independent new energy vehicles exceeded 50%, and the proportion of independent new energy passenger vehicles reached 70%  
Form high-quality development of new energy business

#### New Pattern of New Energy Development in 2025

In 2023, based on the overall strategic layout of the “14th Five-Year Plan”, we further implemented the requirements for high-quality development and made preparations for the strategic layout of the new energy vehicle industry. Based on self-reliance and self-improvement in high-level technology, we have accelerated the comprehensive transformation of new energy, gradually transforming the advantages of our company’s new energy vehicle products and technologies into market advantages. In addition, we have actively promoted specialized integration and management mechanism reforms to stimulate new vitality for enterprise development.

By 2024, Dongfeng aims to achieve 100% electrification across all new models of its main passenger vehicle brands

By 2025, the annual sales volume of new energy vehicles will exceed 1 million units

Over the next three years, an investment of RMB50 billion will be made in the field of new energy, with 18 new energy passenger vehicle models to be introduced successively

#### Goal of “Three-Year Action for Transformation and Upgrading”



## Special Section: Green Technology Leading the Future (Continued)

**Technology supports the “carbon peaking and carbon neutrality” goals to achieve energy conservation and emission reduction across the entire industry chain**

During the “14th Five-Year Plan” period, Dongfeng Motor Group has firmly implemented the major decisions and deployments of the Party Central Committee, strategically promoting green and low-carbon development. The Group has developed green products, promoted green manufacturing, and built a green ecosystem, with efforts to drive energy conservation and emission reduction throughout the entire lifecycle and industry chain of automobiles, contributing to the achievement of carbon peaking and carbon neutrality goals. Moreover, the Group has set quantitative targets for green development by 2025 to promote corporate reform:

**The sales volume of the Company's new energy vehicles will rank among the top three in the industry**  
**New energy vehicles will account for over 40%, with independent brand new energy ones exceeding 60% among them**

**Carbon emission intensity will be reduced by 15%**

### Quantitative Targets for Green Development by 2025

Develop green products	Promote green manufacturing	Build a green ecosystem
<ul style="list-style-type: none"> <li>Accelerate the layout of key new energy technologies and core resources for the Company according to the “three horizontal and three vertical” technology roadmap framework</li> <li>Adhere to the simultaneous development of hybrid power, electric power, and hydrogen power and other green and low-carbon technologies, and insist on an innovative, collaborative, open, and secure approach, to promote the healthy and rapid development of the company's new energy vehicles</li> <li>Strengthen product innovation and service model innovation, and promote a dynamic balance between innovation and consumption, to achieve a high-quality supply</li> <li>Enhance the ability to take proactive leadership and improve the international competitiveness of Dongfeng's new energy vehicles</li> <li>Enhance the ability to ensure the supply of strategic resources, with a focus on ensuring the safety of batteries, system-level chips, and software engineering/autonomous driving</li> </ul>	<ul style="list-style-type: none"> <li>Adhere to the concept of “producing environmentally friendly vehicles in an environmentally friendly manner”, promote green production methods, and strive to reduce emissions in the manufacturing process</li> <li>Comprehensively build green factories, and strengthen the application of green processes and low-carbon manufacturing technologies</li> </ul>	<ul style="list-style-type: none"> <li>Work together with supply chain companies to create a green supply chain ecosystem.</li> <li>Deepen strategic cooperation with transportation, energy, information, and financial companies to jointly build a cross-industry green ecosystem</li> <li>Fulfill social responsibilities, and explore new models of energy conservation and emission reduction through the construction of “carbon-neutral” ecological economic forests, among others</li> <li>Advocate the concept of “people-oriented car life” and create a green ecosystem for users to experience a safe, green and low-carbon lifestyle</li> </ul>

### Green and Low-carbon Development Goals

## Special Section: Green Technology Leading the Future (Continued)

### Accelerate the advancement of digital intelligence construction to facilitate industrial transformation to intelligence

In the wave of automotive industry transformation in the new era, Dongfeng Motor Group has clarified its development approach of “enterprise construction through digitization”, and with comprehensive development in the fields of digitization and intelligence, including: constructing an “industrial Internet system” solution, research on intelligent “unmanned technology”, building “intelligent manufacturing demonstration factories”, and establishing 5G digital service capabilities, etc., to support the intelligent reform of the automotive industry.

#### “Industrial Internet System” solution

- With 10,000 research and development personnel dedicated to full-time and comprehensive collaborative research, Dongfeng has shortened the vehicle R&D cycle by one-third and established a comprehensive industrial internet system solution

#### Research on “unmanned technology”

- Dongfeng has mastered Level 4 and above autonomous driving technologies, and has made technological breakthroughs in areas such as unmanned taxi Robotaxi, unmanned Sharing Bus, and unmanned container truck “Infinite Star”.

#### Construction of “Intelligent Manufacturing Demonstration Factory”

- Dongfeng has built a 5G fully connected factory, and VOYAH and Dongfeng Yunfeng Factory have been rated as national-level intelligent manufacturing demonstration factories. With the help of digital intelligence technology, the preparation cycle for new vehicle production has been shortened by 20%; process design costs have been reduced by 15%, and quality of the new products has improved by more than 10%
- Mengshi Technology's smart park has achieved integration of “intelligent manufacturing, high-end customization, off-road experience, and green zero-carbon”, and become a world-class green and low-carbon factory with intelligent manufacturing

#### Digital service experience

- Dongfeng Commercial Vehicle has established an active service system called “Integrity Rate Center”, which provides intimate networked services to over 600,000 vehicle owners through a 5G big data platform that closely connects people, vehicles, and service networks.
- VOYAH has created a new digital marketing model, allowing digital platforms to connect user pre-sales, in-sales, and after-sales journeys, where a super APP with an “offline experience + online purchase” mode can be established to interact with users throughout their lifecycle to create values

## Special Section: Green Technology Leading the Future (Continued)

Accelerating the transformation to digital intelligence is an inevitable choice for fully playing the driving and leading role of information technology and promoting modernization. In response to the development of the new era industry and user needs, we officially launched the intelligent brand – Dongfeng Usharing Intelligence in 2023.

### Core technologies in four domains help open a new chapter for Dongfeng’s intelligent brand

In November 2023, Dongfeng e $\pi$  and Dongfeng Usharing Intelligence brands were launched. Dongfeng Usharing Intelligence has achieved core technology mastery in four domains: intelligent driving, intelligent cockpit, intelligent vehicle control, and intelligent ecosystem, providing users with a new experience of green, safe, efficient, and enjoyable intelligent travel across all scenarios.

- **Intelligent driving:** Dongfeng’s intelligent algorithm library is created based on the electronic and electrical architecture, a kind of Dongfeng’s self-developed service-oriented architecture (SOA), by adopting parallel technology routes of single-vehicle intelligence and networked intelligent driving, and leveraging supercomputing technology and large artificial intelligence models.
- **Intelligent cockpit:** A mobile third space is created with heartwarming technology, capable of achieving multimodal interactions of voice, vision, and touch. Empowered by intelligent minds, it can achieve interconnection between the vehicle and the cloud, mobile phone, and smart home.
- **Intelligent vehicle control:** Through the deep integration of wire-controlled chassis and distributed drive technology, the vehicle can autonomously adapt to various scenarios. By precise control of each motor, energy consumption is reduced, and the range is increased by 25%.
- **Intelligent ecosystem:** V2L (vehicle-to-load), V2V (vehicle-to-vehicle), and V2G (vehicle-to-grid) interactive energy replenishment functions have been equipped on the e $\pi$  007 model. Dongfeng has mastered the current highest 4C charging technology under the 400V voltage platform, and new models equipped with this technology will be launched in 2024.



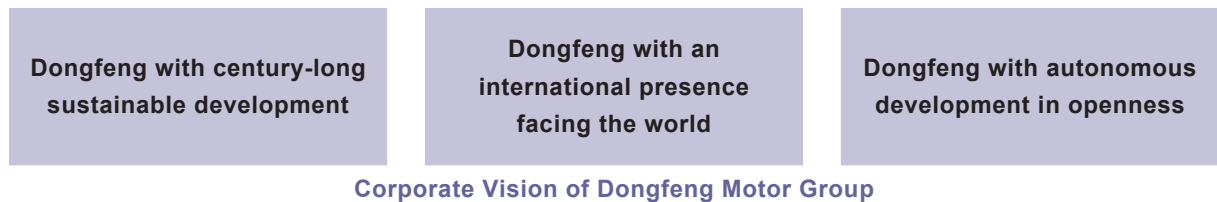
Brand Release of “Dongfeng Usharing Intelligence” Brand

## Pioneering Progress in 2023

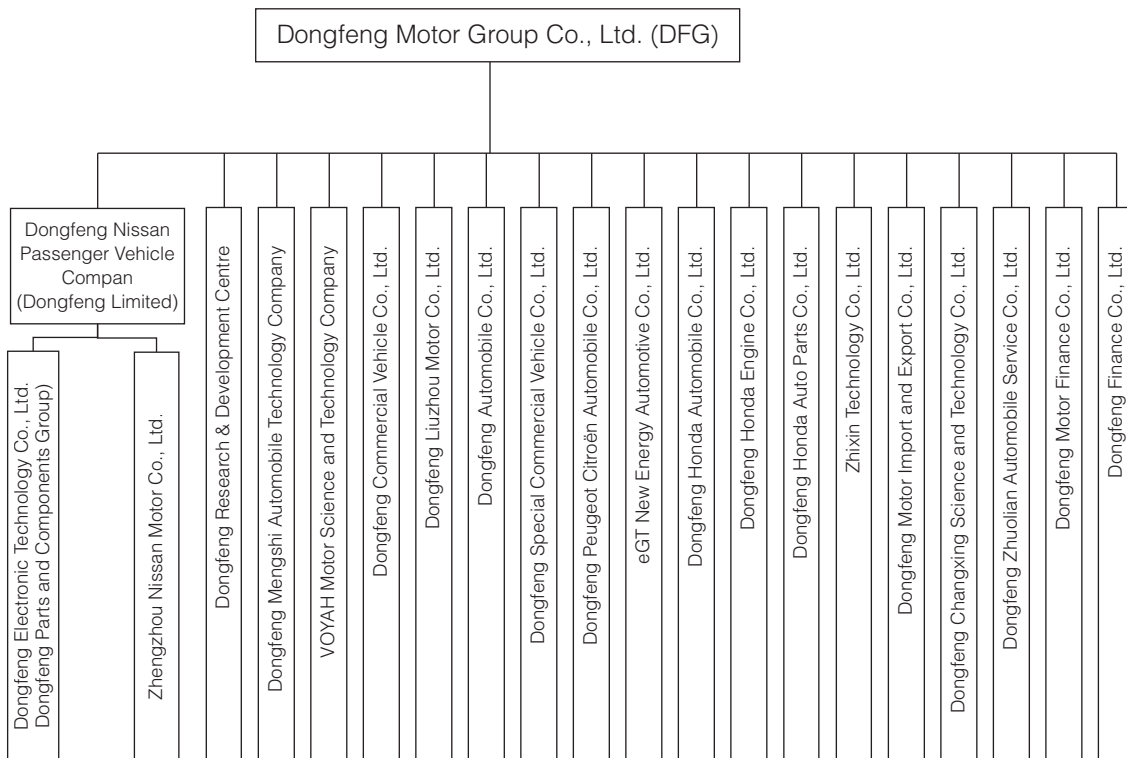
The primary businesses of Dongfeng Motor Group Co., Ltd. cover the research, development, manufacturing, and sales of commercial vehicles, passenger vehicles, and engines, manufacturing of other automotive components and automotive equipment, import, export and logistics services of automotive products, automotive finance, insurance brokerage, and used car business. Its main products include commercial vehicles (heavy-duty trucks, medium-duty trucks, light-duty trucks, mini-trucks, buses, special-purpose vehicles, semi-trailers, and related automotive engines and components) and passenger vehicles (basic passenger vehicles, MPVs, SUVs, and related automotive engines and components).

In 2005, Dongfeng Motor Group Co., Ltd. was listed on the Hong Kong Stock Exchange (stock code “00489”), with its domestic businesses mainly distributed in more than 20 cities across China, including Wuhan, Shiyan, Xiangyang, Guangzhou, Liuzhou, Zhengzhou, Chengdu, Chongqing, Dalian, and others.

The Group, always adhering to the core values of “unity for common prosperity, collaboration for innovation, and harmony for coexistence”, consistently takes customer needs as the fundamental principle. With the mission of “fueling dreams with automobiles”, the Group remains true to its original aspiration, steadily moves forward, and fulfills its responsibilities to the environment, society, and investors, with a commitment to build a century-old Dongfeng for sustainable development.



As of 31 December 2023, the organizational structure of the Group is as follows:



**Organization of Dongfeng Motor Group**

## Pioneering Progress in 2023 (Continued)

### Key Work of Dongfeng Motor Group in 2023

In 2023, Dongfeng Motor Group thoroughly implemented the spirit of the 20th National Congress of the Communist Party of China. As the inaugural year of our “Three-Year Action for Transformation and Upgrading” facing an external environment full of challenges and accelerated market demand differentiation, the competitive landscape has deeply evolved. Over the past year, the Group accelerated its transformation and upgrading efforts, and strived to catch up and leap forward in response to adjustments in the automotive industry’s competitive landscape, achieving significant results and breakthroughs in various aspects.



#### **Implement the “Three-Year Action for Transformation and Upgrading” to promote green development**

Dongfeng Motor Group has deployed and implemented the “Three-Year Action for Transformation and Upgrading”. In the three years following the 14th Five-Year Plan, the Company will shift its focus from relying on joint ventures to balancing both joint ventures and independent operations, and from primarily gasoline vehicles to a balance between gasoline and new energy vehicles, accelerating its transformation and upgrading. The Company will invest RMB50 billion in the field of independent new energy, to launch 18 new energy models of independent passenger vehicles and introduce 22 basic models of commercial vehicles, to meet market demand, promote the overall transformation and upgrading of China’s automotive industry, and achieve green development.



#### **Dongfeng with fruitful achievements and significant breakthroughs in technology**

In April 2023, Dongfeng Motor Group achieved significant breakthroughs in green energy and intelligent technology. The Company announced its new energy leap achievements and three technological brands: Dongfeng’s “Quantum Architecture”, the “Mach E” (sub-brand of Mach Power), and the Dongfeng hydrogen energy brand “Dongfeng Hydrogen Boat”. In September, the Company released the Dongfeng Sci-tech Innovation System as well as the Loong Gine 2.0 “Green Intelligence Dual Wings” strategy and the full range of power products. In addition, the Company has independently controlled core technologies and resources including “three electric” technology, electronic and electrical architecture, vehicle-grade chips, safety vehicle control operating systems, autonomous controllers, intelligent driving, intelligent cabins, wheel motors, and fuel cells, and built energy-saving power, hybrid power, pure electric power, and hydrogen fuel powertrain platforms to comprehensively promote energy conservation, emission reduction, and the development of the new energy vehicle industry.



#### **Accelerate the Transition to New Energy in Joint Ventures, and Take a New Step in the Electric Vehicle Market**

In July 2023, Dongfeng Honda announced its new vision for 2030 – “Joy for Millions of Families” and unveiled its new strategy of “Creating the Future 2030”. With this strategy, by 2025, the proportion of electrified models will exceed 50%; by 2027, Dongfeng Honda will stop introducing new fuel-powered models; and by 2030, the Company aims to cumulatively launch over 10 pure electric models. In September, Dongfeng Honda also launched its new energy vehicle brand – “Lingxi”, marking a new step for the Company in the electric vehicle market.

## Pioneering Progress in 2023 (Continued)



### Drive Specialized Integration and Management Mechanism Reform to Stimulate New Vitality in the Enterprise

In August 2023, Dongfeng Motor Group implemented the “Leapfrogging Action” in the new energy sector of passenger vehicles, made significant adjustments to the management system of its independent new energy passenger vehicle business, and adopted a group-integrated management model for unified management of three major product series brands under the “Dongfeng” brand: Dongfeng Aeolus, Dongfeng e $\pi$ , and Dongfeng Nano. Additionally, Dongfeng Passenger Vehicle Sales Co., Ltd. and Dongfeng Passenger Vehicle Manufacturing Headquarters were established to be responsible for marketing and manufacturing work of various product series brands under the “Dongfeng” brand. Through specialized integration and management mechanism reforms, the enterprise’s new vitality is stimulated to drive the development of the new energy passenger vehicle market.



### Expand the New Energy Passenger Vehicle Family Matrix to Showcase Comprehensive Strength in the New Energy Domain

In November 2023, with the launch of the e $\pi$  brand and the official debut of the e $\pi$  007 model, Dongfeng Motor Group further expanded its product line in the new energy passenger vehicle market. The e $\pi$  007, M-Hero 917, VOYAH Passion PHEV, New VOYAH Dream, New VOYAH FREE, Dongfeng Aeolus SKY EV01, Dongfeng Nano 01, Dongfeng FORTHING V9, and Venucia VX6 jointly constitute the Dongfeng New Energy Family Matrix, comprehensively demonstrating Dongfeng Motor Group’s comprehensive strength and technological progress in the new energy sector.



### Build Dongfeng’s “1+n” R&D System, with a Focus on New Energy Transformation and Upgrading

In November 2023, Dongfeng Motor Group announced the implementation of the “Jumping Program” in the field of new energy and established a research and development institute to build a “1+n” R&D system. Based on core research and development institutions, it is equipped with multiple specialized R&D teams, with a focus on the transformation and upgrading of the new energy industry, to deeply integrate the Group’s R&D systems and resources, comprehensively improve R&D efficiency, and continuously strive for innovation in R&D of new energy technologies, laying a solid foundation for the Company’s long-term development.

### The Group’s priorities for 2023



## Pioneering Progress in 2023 (Continued)

### Honors and Awards in 2023

During the Reporting Period, Dongfeng Motor Group achieved multiple development outcomes, received widespread recognition from all sectors of society, and was honored with several prestigious awards. We will continue to uphold our philosophy of innovation, excellence, and sustainability, and constantly enhance the quality of our products and services to create more value for customers, employees, and society, with commitment to continued efforts to meet the expectations of our partners, customers, and all sectors of society. Below is the list of major honors and awards received in 2023:

Award	Awarding unit	Award-winning enterprise/project
<b>Top 5 State-Owned Enterprise Social Responsibility Development Index</b>	China Social Responsibility Hundred People Forum, Responsibility Cloud Research Institute	Dongfeng Motor Group Co., Ltd.
<b>"2023 China's Best Employers" Top 100 Award</b>	Zhaopin.com "New Momentum • New Workplace" 2023 China's Best Employers Award Ceremony and China Human Capital International Management Forum	Dongfeng Motor Group Co., Ltd.
<b>2023 Digital Intelligence Recruitment Innovation Practice Award</b>	/	Dongfeng Motor Group Co., Ltd.
<b>2023 Extraordinary Employer Award</b>	/	Dongfeng Motor Group Co., Ltd.
<b>First Prize of Science and Technology Progress Award from Chinese Society for Internal Combustion Engines</b>	Chinese Society for Internal Combustion Engines	Research & Development Centre: "Research and Application of Key Technologies for Dongfeng C-Series High-Efficiency Gasoline Engines"
<b>"2023 Top 10 Vehicles" Award</b>	China Media Group	Luxury Electric Off-Road Vehicle M-Hero 917
<b>Jury Car of the Year at the 4th "China Automotive Summit"</b>	China Media Group	Luxury Electric Off-Road Vehicle M-Hero 917
<b>CMF Design Award – 2023 Supreme Gold Award (Transportation Category)</b>	International CMF Design Conference	Luxury Electric Off-Road Vehicle M-Hero 917
<b>"2023 China's Top 10 Chassis" and "Best Off-Road Award"</b>	China Automotive Technology and Research Center	Luxury Electric Off-Road Vehicle M-Hero 917
<b>Annual Technical Innovation Team at the 4th China Automotive Summit</b>	China Media Group	Dongfeng Mach Power Team
<b>Best Car at the 4th China Automotive Summit</b>	China Media Group	VOYAH Passion PHEV
<b>Best Low-Carbon Car at the 4th China Automotive Summit</b>	China Media Group	Dongfeng Nissan e-POWER
<b>First Prize for Technological Progress from the China Society of Automotive Engineers in 2023</b>	China Society of Automotive Engineers	Dongfeng Off-Road Vehicle: "Key Technology and Application of Intelligent Vehicle Perception and Cooperative Control System for Extreme Conditions"

## Pioneering Progress in 2023 (Continued)

Award	Awarding unit	Award-winning enterprise/project
<b>Second Prize for Technological Progress from the China Society of Automotive Engineers in 2023</b>	China Society of Automotive Engineers	<ul style="list-style-type: none"> <li>• Dongfeng Commercial Vehicle: “Platform Development and Industrialization of Domestic Independent Control System for Diesel Engines”</li> <li>• Research &amp; Development Centre: “Key Technology and Application of High-Reliability Adaptive Intelligent Driving”</li> <li>• Dongfeng Usharing: “Development of Basic Platform and Key Technologies for Scene Big Data-Driven Intelligent and Connected Vehicle Driving”</li> </ul>
<b>Third Prize for Technological Progress from the China Society of Automotive Engineers in 2023</b>	China Society of Automotive Engineers	<ul style="list-style-type: none"> <li>• Research &amp; Development Centre: “Research and Application of Key Technologies for New Energy Passenger Vehicle Verification”</li> <li>• Research &amp; Development Centre, and VOYAH: “Research and Application of Key Technologies for Digital, Full Working Condition, and Low Energy Consumption Performance Development”</li> <li>• VOYAH: “Research and Development and Industrialization of Key Technologies for High-End Intelligent Electric Passenger Vehicles”</li> <li>• Dongfeng Liuzhou Motor: “Research and Application of In-loop Dynamic Testing Technologies for Engines Targeting Heavy-duty Vehicle Emissions and Fuel Consumption”</li> </ul>

**Table: Main Honors and Awards of Dongfeng Motor Group in 2023**

## Stay True to Our Original Aspiration and Advance with Compliance

Compliance creates value, and integrity ensures long-term success. Dongfeng Motor Group adheres to a “three-in-one” enterprise system centered on the “harmony” culture, the “nourishment” plan, and the “Business Ethics Convention”. We insist on seeking direction, ideas, and methods for business transformation and upgrading from the innovative theories of the Party, to transform the Party’s political and organizational advantages into governance and development advantages for the enterprise, and establish a comprehensive corporate compliance governance mechanism.

The Group practices the highest ethical standards in business, and continuously improves its full-coverage compliance system to strengthen the compliance management responsibilities of all employees and consistently enhance corporate governance and ESG governance. We solidify the foundation for high-quality and sustainable development through collaborative and coordinated management, to ensure that compliance awareness permeates every level of the Company’s operations and management. Additionally, Dongfeng Motor Group strictly enforces integrity governance. By establishing a sound anti-corruption system and strictly adhering to the normalization, legalization, and standardization of anti-corruption efforts, we continuously improve internal integrity regulations and adopt a zero-tolerance approach to commercial corruption and fraud, truly achieving responsibility-based enterprise and lean governance.

### 1.1 Corporate Governance

Establishing a sound corporate governance mechanism is the cornerstone for Dongfeng Motor Group to safeguard shareholders’ rights and interests and maintain stable and healthy development. Dongfeng Motor Group strictly abides by laws and regulations such as the Company Law of the People’s Republic of China and the Governance Guidelines for Listed Companies, and always upholds the principles of integrity in business operations. We have summarized our experience in building and operating the legal compliance and internal control system, deployed the major work plan for 2023, and approved guiding documents such as Dongfeng Motor Group Compliance Manual (2023 Edition). The working goals and specific tasks as well as the corporate’s work guidelines for 2023 are implemented according to the Company’s Implementation Plan for Rule of Law Construction in “14th Five-Year”, to continuously strengthen compliance management, enhance the capabilities of our business and compliance systems, and provide strong support for accelerating the construction of an outstanding Dongfeng and a world-class enterprise.

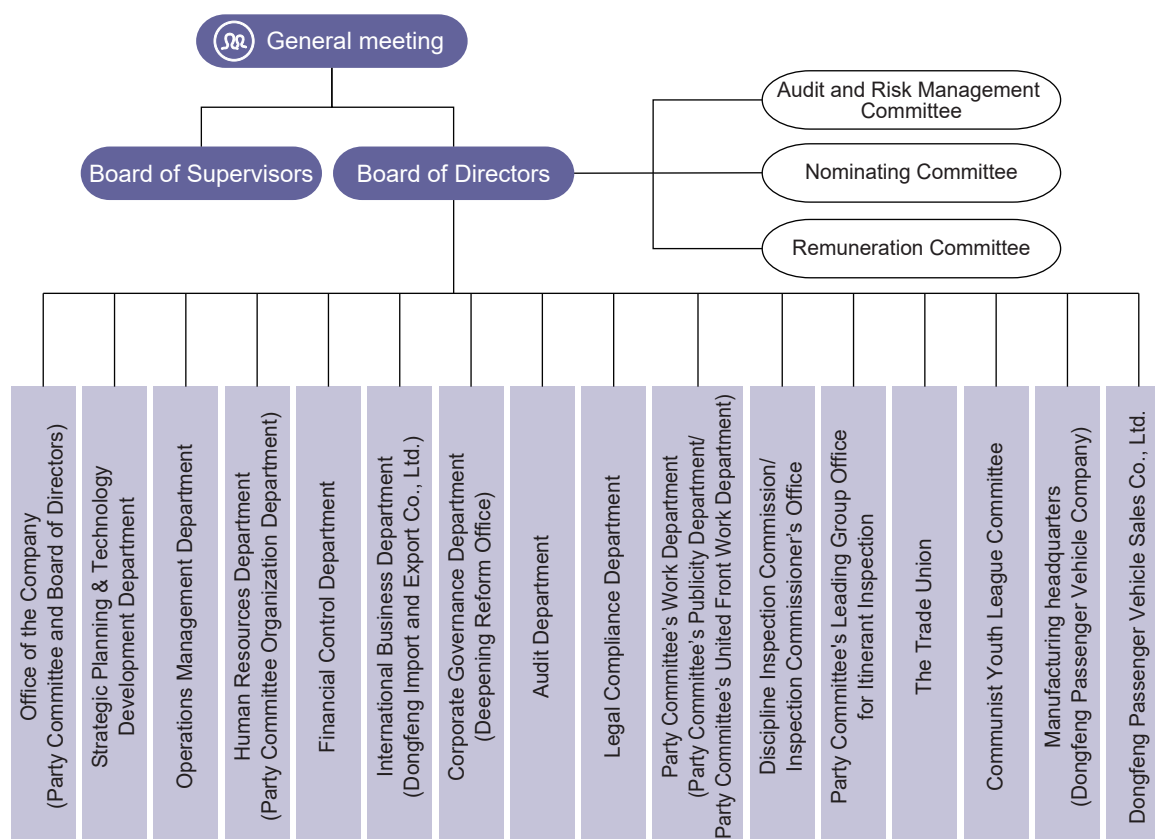
## Stay True to Our Original Aspiration and Advance with Compliance (Continued)

### 1.1.1 Corporate Governance Structure

Dongfeng Motor Group has established its corporate governance structure based on modern enterprise systems, consisting of the Board of Shareholders, the Board of Directors and its specialized committees, the Board of Supervisors, management, and employees. The Board of Directors leads the Company's operational and management decisions, reviews and approves the Company's strategic objectives, and oversees the Company's business, strategic decisions, and performance. Adhering to the principles of compliance, independence, professionalism, and diversity, the Group upholds the business philosophy of "caring for every individual, caring for every vehicle". Each unit within the Group's governance structure plays a crucial role in corporate governance.

The Group follows the principle of "appointment based on their abilities" and adheres to a series of diversified criteria when nominating candidates, including age, culture, educational background, profession, industry, management experience, skills, knowledge, and service tenure. This ensures that the Board of Directors can provide professional and independent opinions and judgments on important matters such as business strategies and risk prevention and control from multiple perspectives.

Currently, Dongfeng Motor Group's Board of Directors consists of five members, with a majority of external directors. The Board members possess professional capabilities in various fields such as corporate investment, capital operation management, marketing, human resources, finance, investment, legal affairs, and sustainable development, with rich experience in the industry. They can provide professional advice for the Company's development, ensuring the efficient operation of the Board of Directors.



Dongfeng Motor Group's Corporate Governance Framework for 2023

# Stay True to Our Original Aspiration and Advance with Compliance (Continued)

## 1.1.2 ESG Governance

Dongfeng Motor Group is committed to integrating corporate value with social value, harboring a vision to promote sustainable development in the industry. We actively explore paths of sustainable development, implement initiatives, and make ourselves an example in green and low-carbon development, performance of social responsibilities, and improvement of internal governance, leading the construction of ESG with Chinese characteristics.

As a centrally-administered mega-sized automotive enterprise, Dongfeng Motor Group attaches great importance to social responsibility and corporate brand building. Guided by the core values of “collaborative excellence, innovative harmony, and joyful coexistence”, we consistently adhere to the ESG development philosophy of “responsible operation, integrated innovation, employee engagement, open cooperation, green development, and dedication to society, establish a scientific and comprehensive ESG management framework, set up regular communication mechanisms with all stakeholders, and conduct periodic surveys on material issues to thoroughly implement the concept of sustainable development.

### ESG Governance Philosophy

In recent years, the Group has embraced the “nourishment” plan as a guiding principle and anchored our actions around the “Green Dongfeng 2025 Action” to actively implement the national “Carbon Peaking and Carbon Neutrality” strategy and win the battle against pollution prevention and control. Together with stakeholders such as customers, employees, and partners across the entire value chain system, we have comprehensively planned and continuously advanced ESG work to enhance the Dongfeng brand image, explore new paths for national automobile brands, and inject new energy.



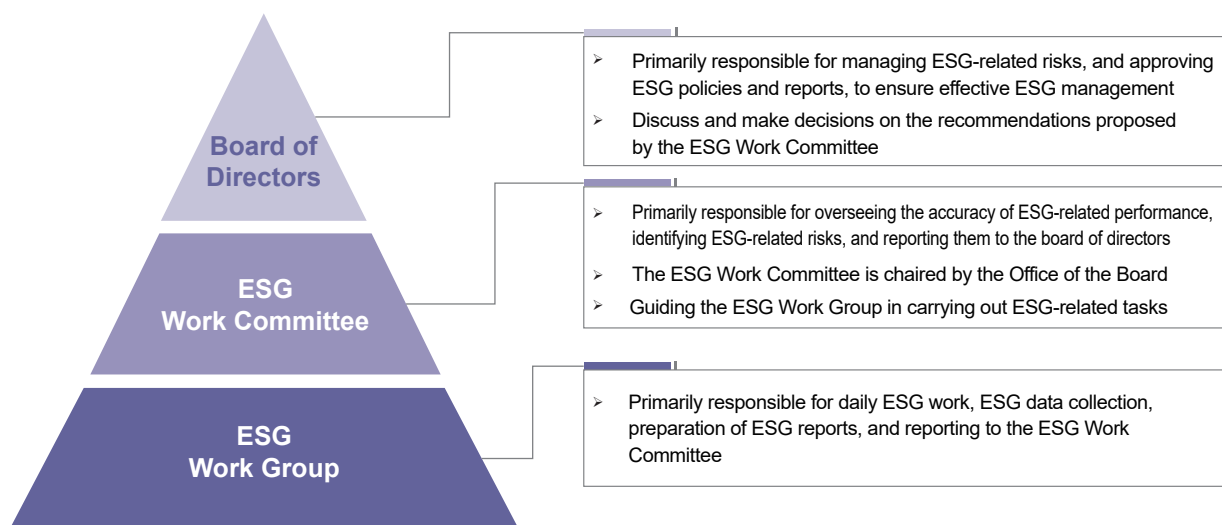
Dongfeng Motor Group's ESG Development Philosophy

## Stay True to Our Original Aspiration and Advance with Compliance (Continued)

We believe that creating long-term value relies on the sustainable development of our business. When planning and practicing our vision, mission, and values, the Group actively adopts the Sustainable Development Goals (SDGs) proposed by the United Nations in Transforming Our World: The 2030 Agenda for Sustainable Development, and contributes to global sustainable development by responding to stakeholder expectations and considering our own development.

### **ESG Governance Framework**

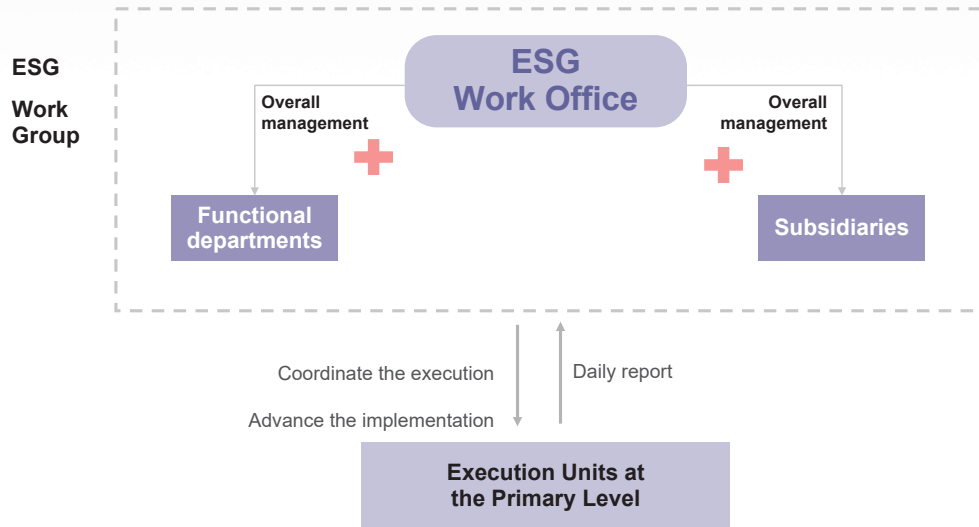
To ensure the effectiveness of ESG management within the Group and guarantee the smooth operation of our management mechanisms, we continuously enhance our ESG governance level. By establishing a three-tier sustainable development management framework, we lay a solid foundation for setting goals, strategies, regular assessments, and managing related risks in sustainable development. This framework enables us to coordinate and implement corporate governance, environmental protection, and social responsibility in our daily production and life, thereby improving the overall performance of the Group in sustainable development.



**Dongfeng Motor Group's ESG Governance Structure**

## Stay True to Our Original Aspiration and Advance with Compliance (Continued)

Within this structure, the Group’s ESG Working Group is coordinated by the ESG Work Office, and the ESG Working Group, in conjunction with various functional departments and subsidiaries, is jointly responsible for the implementation and execution of ESG matters.



**Dongfeng Motor Group’s ESG Working Group Structure**

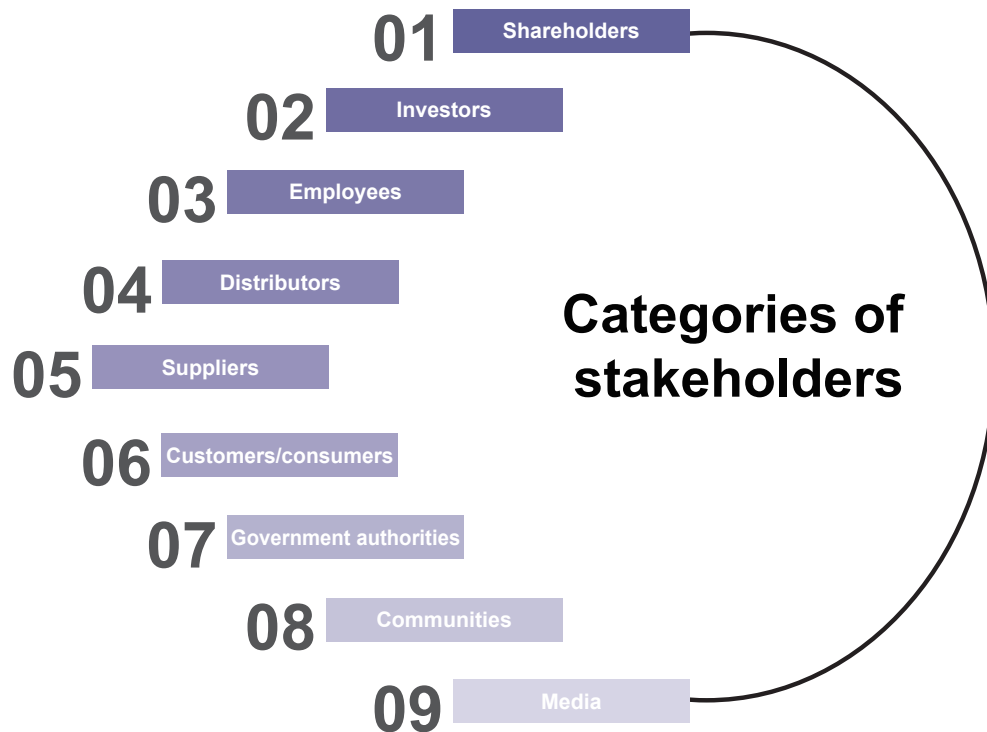
Dongfeng Motor Group’s Board of Directors attaches great importance to sustainable development management and integrates environmental, social, and governance (ESG) aspects into our operations. We have established an effective ESG management mechanism and formed a clear and well-defined governance structure to effectively control ESG-related risks and continuously enhance our corporate governance level.

## Stay True to Our Original Aspiration and Advance with Compliance (Continued)

### ***Communications with Stakeholders***

The Group places great importance on communication with stakeholders and maintains cooperative relationships based on mutual benefit, equality, and harmony. We have established regular communication mechanisms to work together and inject long-term momentum into our corporate transformation and development. To deeply understand the opinions, demands, and expectations of stakeholders and all sectors of society regarding Group governance, environmental protection, and social welfare, we integrate stakeholders' suggestions and focal points into our production, operations, and decision-making processes based on our own business scope and nature of operations.

During the Reporting Period, the Group actively sought to understand the expectations and opinions of stakeholders and engaged them in our major decision-making and other strategic adjustments through various means, making them help the Group implement management decisions more effectively. Based on the current operational status of the Group, we have categorized stakeholders who are closely associated with our daily operations into nine types and compiled a list of issues of concern to stakeholders for the year 2023.



**Classification of Stakeholders for Dongfeng Motor Group**



## Stay True to Our Original Aspiration and Advance with Compliance (Continued)

Within the scope of business, the categories of important stakeholders of the Group, the stakeholders' issues of concern related to the Group's business operations, and the communication channels of the Group are shown in the table below:

Stakeholders	Issues of concern	Channels of communications/feedback	Communication frequency
<b>Shareholders</b>	Business performance Compliance with the law Corporate governance	<ul style="list-style-type: none"> <li>• General meeting</li> <li>• Results briefing</li> <li>• On-site investigations</li> <li>• Roadshows and reverse roadshows</li> <li>• Multi-channel meetings</li> </ul>	<ul style="list-style-type: none"> <li>• One general meeting annually</li> <li>• Extraordinary general meetings or other meetings for major events or special circumstances</li> <li>• At least one roadshow and one reverse roadshow annually</li> </ul>
<b>Investors</b>	Compliance with the law Integrity and uprightness Corporate governance	<ul style="list-style-type: none"> <li>• Telephone conference/telephone group meeting</li> <li>• Reception of client company visits</li> <li>• Domestic and foreign investment conferences</li> <li>• Roadshows and reverse roadshows</li> </ul>	<ul style="list-style-type: none"> <li>• Reception of company visits</li> <li>• Host one-on-one telephone conferences</li> <li>• Convene investment group meetings</li> <li>• Annual report briefing</li> <li>• At least one roadshow and one reverse roadshow annually</li> <li>• Mid-term performance telephone conferences</li> </ul>
<b>Employees</b>	Employees rights Occupational health and safety Employee training and development Employee care	<ul style="list-style-type: none"> <li>• Employee training</li> <li>• Labour union activities and Communist Youth League Committee activities</li> <li>• Staff representative meeting</li> <li>• Solicitation of opinions and reasonable suggestions</li> </ul>	<ul style="list-style-type: none"> <li>• At least one training session for each employee annually</li> <li>• Irregular labour union activities</li> <li>• At least one Communist Youth League Committee activity annually</li> <li>• At least one staff representative meeting annually</li> <li>• Irregular solicitation of opinions and suggestions</li> </ul>
<b>Distributors</b>	Product safety and quality Community welfare	<ul style="list-style-type: none"> <li>• Product performance training</li> <li>• Handling of consumers' complaints</li> <li>• Product maintenance</li> </ul>	<ul style="list-style-type: none"> <li>• Irregular product performance training</li> <li>• Customer satisfaction survey annually</li> </ul>

## Stay True to Our Original Aspiration and Advance with Compliance (Continued)

Stakeholders	Issues of concern	Channels of communications/feedback	Communication frequency
<b>Suppliers</b>	Supply chain management Product safety and quality Packaging material management Business performance	<ul style="list-style-type: none"> <li>On-site investigations</li> <li>Supplier appraisal</li> <li>Communication on quality</li> <li>Telephone/written correspondence</li> <li>Setting-up of on-site offices</li> <li>Supplier meetings</li> <li>Open procurement and tendering</li> </ul>	<ul style="list-style-type: none"> <li>One supplier meeting annually</li> <li>One supplier appraisal half a year</li> <li>Supplier access appraisal</li> <li>Irregular setting up of on-site offices</li> </ul>
<b>Customers/consumers</b>	Product safety and quality Technology and innovation Environmentally friendly products Complaints and recalls Information security and privacy protection	<ul style="list-style-type: none"> <li>Online and offline promotion</li> <li>Press conferences</li> <li>Market surveys</li> <li>Customer satisfaction surveys</li> <li>Handling of customer complaints</li> </ul>	<ul style="list-style-type: none"> <li>To be conducted in light of actual conditions from time to time</li> </ul>
<b>Government authorities</b>	Emission management Water resource management Energy consumption management Addressing climate changes Compliance with the law, integrity and uprightness Intellectual property rights protection	<ul style="list-style-type: none"> <li>On-site investigations</li> <li>Communication and negotiation</li> <li>On-site spot checks</li> <li>Participation in the investigation and formulation of policies, standards and plans</li> </ul>	<ul style="list-style-type: none"> <li>To be conducted in light of actual conditions from time to time</li> </ul>
<b>Communities</b>	Community welfare	<ul style="list-style-type: none"> <li>Community welfare activities</li> <li>Community communication</li> <li>On-site investigations</li> </ul>	<ul style="list-style-type: none"> <li>To be conducted in light of actual conditions from time to time</li> </ul>
<b>Media</b>	Customer satisfaction Industry exchange	<ul style="list-style-type: none"> <li>Press conferences</li> </ul>	<ul style="list-style-type: none"> <li>To be conducted in light of actual conditions from time to time</li> </ul>

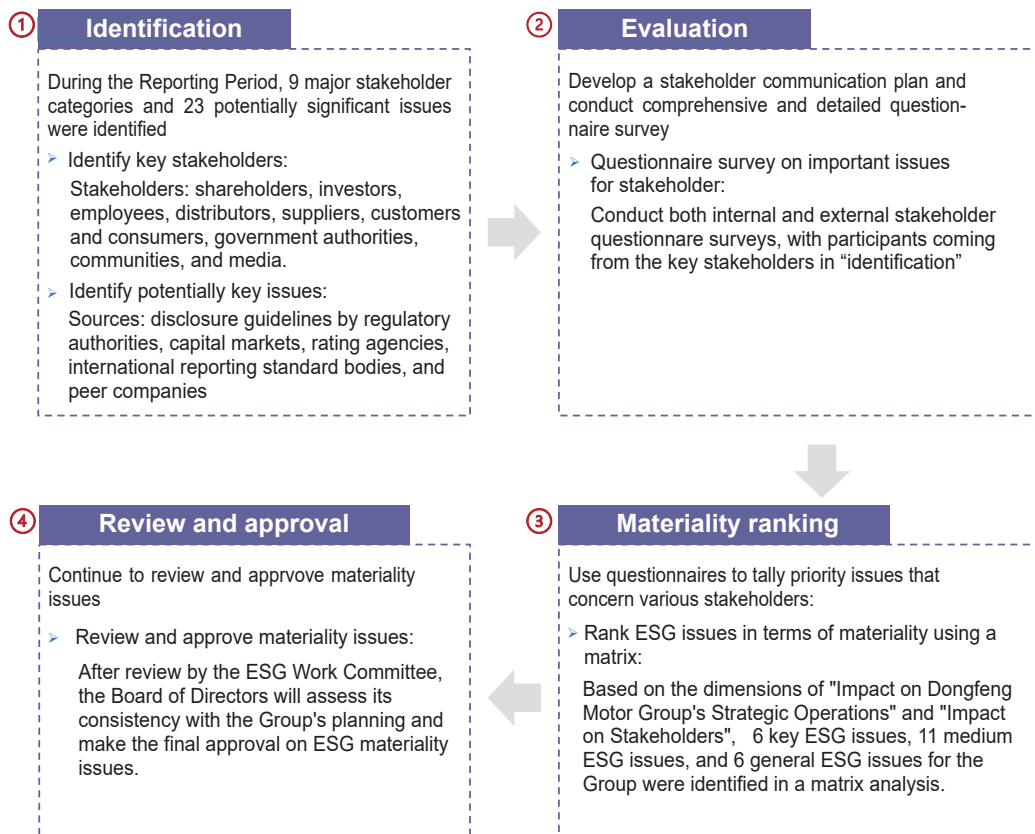
**List of Issues Most Concerned by Stakeholders of Dongfeng Motor Group in 2023**

## Stay True to Our Original Aspiration and Advance with Compliance (Continued)

### Identification and Analysis of Material Issues

By identifying material ESG issues, the Group integrates the stakeholders and their concerns into its ESG strategic planning, operations, and decision-making processes, thereby aligning ESG with daily operations to drive a virtuous cycle of development.

During the Reporting Period, to better understand the demands and expectations of stakeholders, the Group conducted surveys on material issues. We referred to key issues in the automotive industry, regulatory disclosure guidelines, capital market expectations, rating agency requirements, international reporting standards, and sustainable development issues of concern to peer companies. The identification and analysis of material issues followed the process outlined below:



Dongfeng Motor Group's Identification and Analysis Process for Major Issues in 2023

## Stay True to Our Original Aspiration and Advance with Compliance (Continued)

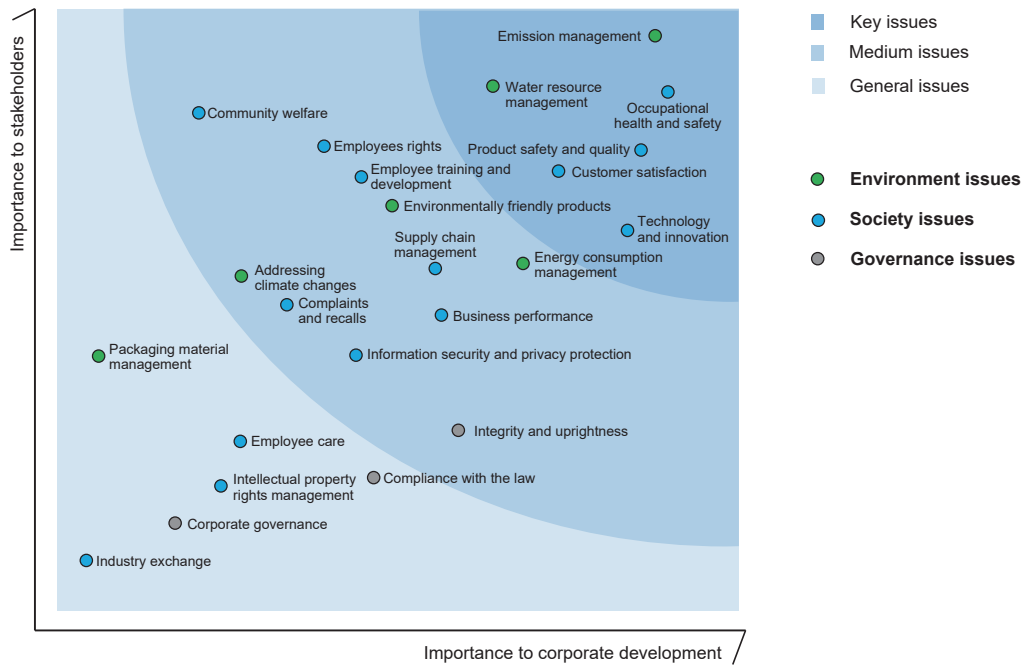
We reviewed the results of questionnaires concerning issues of interest to stakeholders and found that these results were highly consistent with the Group's current ESG strategy. At the same time, we refined our planning, execution, inspection, and improvement of ESG issues around the three aspects of "Environment", "Social", and "Governance" according to the Plan-Do-Check-Act (PDCA) management model. This approach ensures that ESG is genuinely integrated into our business activities, forming a positive cycle, creating a virtuous cycle that responds to and satisfies the requirements and expectations of key stakeholders.

Issue dimension	Material issues	Importance
<b>Environment</b>	Emission management	High
<b>Social</b>	Occupational health and safety	High
<b>Social</b>	Product safety and quality	High
<b>Environment</b>	Water resource management	High
<b>Social</b>	Customer satisfaction	High
<b>Social</b>	Technology and innovation	High
<b>Environment</b>	Environmentally friendly products	Medium
<b>Environment</b>	Energy consumption management	Medium
<b>Social</b>	Employee training and development	Medium
<b>Social</b>	Employees rights	Medium
<b>Social</b>	Community welfare	Medium
<b>Social</b>	Supply chain management	Medium
<b>Social</b>	Business performance	Medium
<b>Social</b>	Complaints and recalls	Medium
<b>Environment</b>	Addressing climate changes	Medium
<b>Social</b>	Information security and privacy protection	Medium
<b>Corporate governance</b>	Integrity and uprightness	Medium
<b>Corporate governance</b>	Compliance with the law	Low
<b>Social</b>	Employee care	Low
<b>Environment</b>	Packaging material management	Low
<b>Social</b>	Intellectual property rights management	Low
<b>Corporate governance</b>	Corporate governance	Low
<b>Social</b>	Industry exchange	Low

### Ranking of Major Issues of Dongfeng Motor Group in 2023

## Stay True to Our Original Aspiration and Advance with Compliance (Continued)

During the analysis of material issues this year, it was observed that the Group’s assessment and positioning of the importance of material issues have undergone some changes in 2023. In previous years, issues related to product quality and safety, business performance, compliance with laws and regulations, and other social and governance aspects were considered highly important, while in 2023, the Group’s focus on environmental protection-related issues also significantly increased; stakeholders regarded emission management as one of the material issues in the Group’s current production and operations, with water resource management also receiving significant attention as a matter of high importance.



Material ESG Issue Matrix of Dongfeng Motor Group in 2023

## Stay True to Our Original Aspiration and Advance with Compliance (Continued)

### 1.2 Compliance Operation and Business Ethics

Dongfeng Motor Group is committed to becoming a globally respected enterprise. We steadfastly fulfill our compliance commitments, actively advance the construction of a compliance management system, deepen the cultivation of compliance cultural values, and enhance the integrity awareness and compliance capabilities of our employees. At the same time, we effectively manage internal and external risks, adhere to recognized standards of business ethics, and remain unwavering in being a responsible enterprise, meeting the expectations of stakeholders through concrete actions.

#### 1.2.1 Compliance Operation

In accordance with the Measures on Compliance Management for Central SOEs and in conjunction with the company's "14th Five-Year Plan" for legal construction and excellent practices from recent years of compliance management work, the Group has clarified the requirements for the construction of a compliance management system for the Group and its subsidiaries based on the Measures on Compliance Management for Dongfeng Motor Group Co., Ltd. (hereinafter referred to as the Measures on Compliance Management for the Group). Important aspects such as the compliance management organizational structure, operational mechanisms, and work guarantees have been clearly stipulated. Additionally, the Group has established a comprehensive compliance management system to ensure the compliance operation of all departments and subsidiaries.

The Measures on Compliance Management for the Group unify the four main concepts of "compliance, compliance obligations, compliance risks, and compliance management", and clarify and refine the compliance management responsibilities of the Party Committee, Board of Directors, management, principal responsible persons, the Compliance Management Committee, and all employees. The Group has established "three lines of defense" in compliance management for business department, compliance management leading department, and supervisory department, to comprehensively advance the compliance management work.

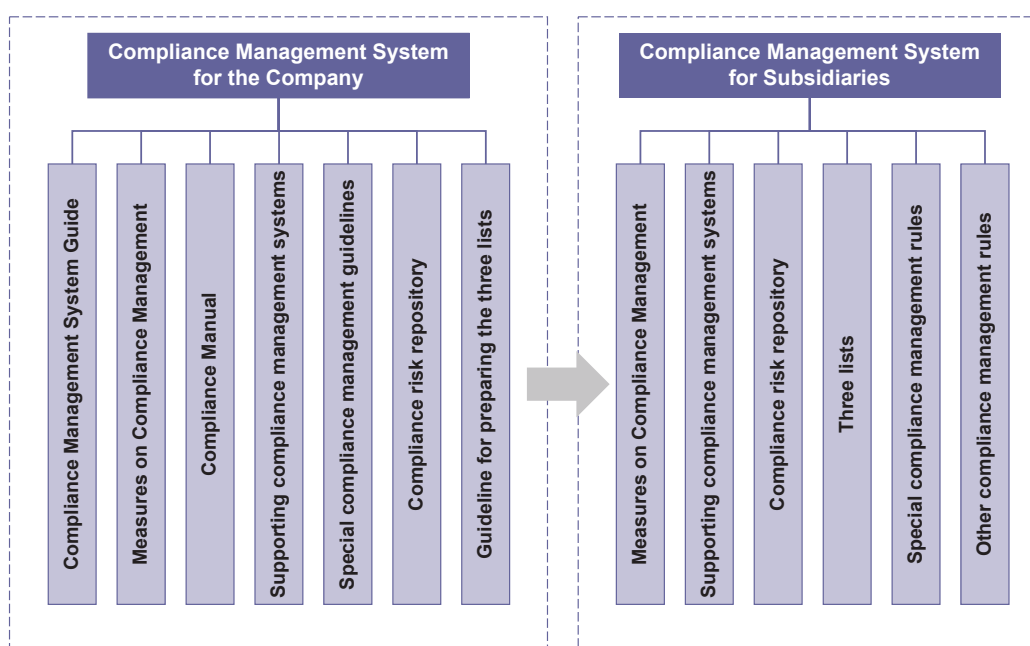
<b>First Line of Defense</b>	<ul style="list-style-type: none"> <li>Business departments, as the responsible entities, organize the identification of compliance obligations, conduct compliance risk identification in their respective areas, carry out hidden danger inspections, and review the legality and compliance of operational management behaviors</li> </ul>
<b>Second Line of Defense</b>	<ul style="list-style-type: none"> <li>The Legal and Compliance Department of the Company, together with the leading compliance management department of subordinate units organize relevant compliance management work</li> </ul>
<b>Third Line of Defense</b>	<ul style="list-style-type: none"> <li>Disciplinary inspection and supervision institutions, as well as audit, inspection, and patrol departments, implement daily supervision</li> </ul>

**Three Lines of Defense in Compliance Management for Dongfeng Motor Group**

## Stay True to Our Original Aspiration and Advance with Compliance (Continued)

### Compliance Management System

The Group has constructed a compliance management system guided by the Compliance Management System Guide, based on the Compliance Management Measures, directed by the Compliance Manual, and safeguarded by supporting compliance management systems and special compliance management guidelines, with “three lists” (compliance risk repository and positional compliance responsibilities list, process control list, and compliance risk identification list) as the management tools. The subsidiaries shall establish their graded and categorized compliance management systems based on their actual situation to ensure efficient compliance management within the Company.



Compliance Management System for Dongfeng Motor Group in 2023

Focusing on the objectives of “improving the legal and compliance management system and strengthening compliance to empower business operations”, Dongfeng Motor Group has taken thirteen specific measures, such as promoting full-level coverage of the legal and compliance management system, strengthening the construction of the chief legal advisor (chief compliance officer) system, comprehensively implementing risk legal and compliance review mechanisms, standardizing overseas business compliance management, enhancing special guidance and the application of “three lists” in key business areas, and conducting mid-term assessments of the “14th Five-Year Plan” for legal construction and evaluations of the compliance management system. These efforts aim to strengthen the Group’s compliance controls and continuously enhance its overall risk prevention and corporate governance capabilities in accordance with the laws.

## Stay True to Our Original Aspiration and Advance with Compliance (Continued)

### ***Training on Compliance Operation***

To deeply study and implement Xi Jinping's thought on the rule of law and fulfill the requirements of the Measures on Compliance Management for Central SOEs, we adhere to the guidance of Xi Jinping's thought on socialism with Chinese characteristics for a new era, comprehensively implement the spirit of the 20th National Congress, firmly embark on the path of high-quality development, comprehensively promote strict corporate governance, and strengthen the training on compliance operation, to ensure lawful and compliant business operations. In 2023, Dongfeng Motor Group organized seven compliance training sessions with 293 participants, and its subordinate secondary units organized a total of 240 compliance training sessions with 22,287 participants. The Group attaches great importance to compliance operation and management, and regularly conducts compliance operation training, where good results have been achieved.

### **Holding the “2023 Legal Work Conference and Compliance Management Committee Office (Expanded) Meeting”**

To accelerate the construction of the compliance management system and actively implement the goals of compliance operations, the Group released the Compliance Manual (2023 Edition) in the form of a short video during the “2023 Legal Work Conference and Compliance Management Committee Office (Expanded) Meeting”. On the meeting, the Company's compliance operations were summarized into three “oppositions” (anti-monopoly, anti-unfair competition, and anti-commercial bribery), three “protections” (protection of intellectual property rights, protection of consumer rights and interests, and protection of data security), four “regulations” (regulating corporate governance, financial management, labor and employment, and contract management), and two “guarantees” (guaranteeing work safety and product quality), and all employees were called on to further study the compliance philosophy of “comprehensive compliance, proactive compliance, and continuous compliance”, cultivating the “spirit” of compliance and gathering the “soul” of compliance.

Through this meeting, the Group has further improved its compliance management system, aiming to “improve the legal and compliance management system and strengthen compliance to empower business operations”. We are committed to firmly implementing the important deployment of the State-owned Assets Supervision and Administration Commission to “deepen the construction of the rule of law and strengthen compliance management”, and we will continue to enhance our risk prevention and corporate governance capabilities according to the laws, to ensure the compliant and stable operation of the Company.



**2023 Legal Work Conference and Compliance Management Committee Office (Expanded) Meeting**



## Stay True to Our Original Aspiration and Advance with Compliance (Continued)

### 1.2.2 Risk Management

The Group places significant emphasis on the control and response to internal and external risks, continuously deepens and improves its risk management system, enhances the intensity of risk management, clarifies the responsibilities of relevant entities, encourages all employees to participate in risk management, and integrates risk management into every aspect of the corporate operations and management, to ensure the Group's sustained, healthy, and high-quality development.

#### ***Risk Management Strategy***

The Group continuously improves its mechanism for “early detection, early warning, early intervention, and early resolution” of risks, managing the risks identified in compliance, legal affairs, and internal controls in a coordinated manner, while also incorporating environmental, social, and governance risks. The Group also strengthens the risk identification, assessment, warning, and response processes, thoroughly explores risk sources, further consolidates basic management and enhances system capabilities by closely adhering to the strategic objective of “continuously integrating risk management with corporate strategy and operations”. The Group achieves a “trinity” management approach that integrates annual major risk prevention, special risk prevention, and risk prevention system construction, enhancing the Company's ability to prevent and resolve major risks. The dual efforts from both the strategic and operational levels can support the Company's high-quality development.

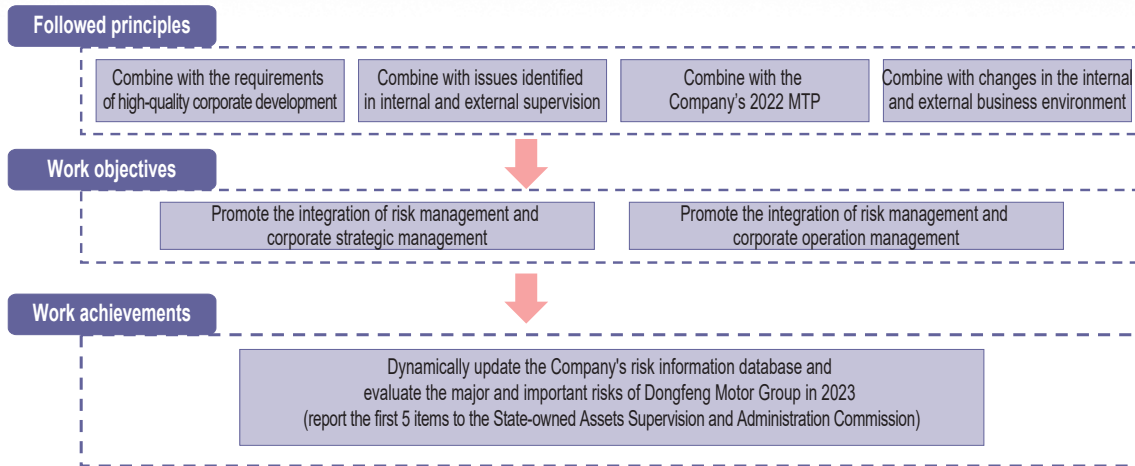


**Risk Management Strategies of Dongfeng Motor Group**

## Stay True to Our Original Aspiration and Advance with Compliance (Continued)

### ***Annual Major Risk Prevention and Control***

In 2023, the major risk assessment of the Company followed four principles, targeted two work objectives, and produced one work outcome. In the entire year, we focused on annual risks as a crucial aspect in risk assessment and management.



#### **Principles, Work Objectives, and Outcomes of Major Risk Assessment for the Company**

On 20 October 2022, the Company comprehensively launched its 2023 annual major risk assessment, and efficiently progressing this work through six major workflows and 11 specific actions. The identification of major risks went through seven rounds of refinement, including “collection–integration–interviews–analysis–scoring–discussion–ranking”, progressively focusing on and targeting specific risk points.

For the year 2023, the Company dynamically updated 30 major risk indicators in its major risk information database, comprehensively and precisely assessed 8 major risks annually, including a total of 17 risk points, and developed 132 countermeasures, to ensure early detection, early warning, early intervention, and early resolution of risks.

## Stay True to Our Original Aspiration and Advance with Compliance (Continued)



8 Major and Significant Risks in 2023

### ***Special Risk Prevention and Control***

To steadily advance the Group's special risk prevention and control efforts, we have strengthened risk control responsibilities at the Group level, and urged all entities to establish special risk control teams. They have conducted in-depth special risk prevention in areas such as credit sales and the recovery of national subsidies for new energy vehicles, continuously strengthening top-level institutional design. During the Reporting Period, we successfully identified 25 key issues. Entities across the Group completed the establishment and revision of institutional frameworks such as the Measures on Distributor Credit Evaluation Management, further refined the credit evaluation indicator library, solidified the mechanisms for credit limit approval, risk monitoring and warning, and enhanced the monitoring of vehicle operation and management of physical assets.

### ***Construction of Risk Prevention and Control System***

To enhance systemic capabilities and deepen the risk management system, we have organized synergistic efforts across various fields by optimizing management structures, improving institutional systems, coordinating human resources, and strengthening process control, to achieve early detection, early warning, early intervention, and early resolution of risks. With a dual focus on strategic and operational levels, we have established a risk assessment mechanism with broad coverage, target identification, high quality, and high efficiency. With key risk monitoring indicators as leverage, we regularly conduct dynamic inspections of red and yellow light early warning signals for major risks, to enhance our precise risk response capabilities.

## Stay True to Our Original Aspiration and Advance with Compliance (Continued)



Construction of Audit Work for Dongfeng Motor Group in 2023

### ***Training on Risk Management***

In 2023, the Group conducted professional training on risk management at the board level, integrating risk management practices into all levels of the corporate operations and management.

### **Special Training on Hong Kong Stock Exchange Listing Rules and Market-Related Information**

In March 2023, Dongfeng Motor Group successfully held a special training session on the Hong Kong Stock Exchange listing rules and market-related information at its headquarters. The training provided an introduction based on the latest listing rules and was attended by the Group's directors from the Board, supervisors, and heads of key departments, including the Company's Party Committee, the Board of Directors' office, Strategic Planning and Technology Development Department, Financial Control Department, Human Resources Department, Business Management Department, Audit Department, Legal Compliance Department, and Governance Department.

The primary objective of this special training was to enhance the efficiency of the management team, helping them to promptly familiarize themselves with the latest amendments to the listing rules and ensuring that the relevant personnel have an accurate understanding and effective implementation of the updated content. Through this training, Dongfeng Motor Group further strengthened the compliance of its corporate governance, laying a solid foundation for the Group's sustainable development.

## Stay True to Our Original Aspiration and Advance with Compliance (Continued)

### Sharing of Directors' Duty Performance and Market-related Information Training Outline

Training Outline	Topic	Details
1	Latest regulatory updates in Hong Kong	<ul style="list-style-type: none"> <li>• Listing of specialist technology companies</li> <li>• Corporate governance and ESG</li> <li>• Rules on shares to be listed on exchanges</li> <li>• Diversification of directors</li> <li>• The Stock Exchange considers non-material takeover as a kind of reverse takeover according to the expected future income of the target company.</li> </ul>
2	General compliance requirements	<ul style="list-style-type: none"> <li>• General compliance requirements</li> <li>• Regular reports and announcements</li> <li>• Connected transactions</li> <li>• Notifiable transactions</li> <li>• Inside information</li> </ul>
3	Disciplinary conduct of law enforcement agencies in Hong Kong	<ul style="list-style-type: none"> <li>• Possible law enforcement actions taken by law enforcement agencies in Hong Kong against listed companies</li> <li>• Market misconducts and Tribunal's orders</li> <li>• Major misconduct investigated by the Securities &amp; Futures Commission</li> <li>• Enforcement cases</li> </ul>

### Training Outline for Special Training on Hong Kong Stock Exchange Listing Rules and Market-Related Information

## Stay True to Our Original Aspiration and Advance with Compliance (Continued)

### 70th Intensive Professional Development Seminar for Corporate Governance Professionals (Joint Training for A+H Share Board Secretaries/Independent Directors)

In July 2023, to meet the needs of information disclosure and governance compliance for domestic and overseas listed companies in the post-epidemic era, the Company organized directors and supervisors to participate in the “70th Intensive Professional Development Seminar for Corporate Governance Professionals (Joint Training for A+H Share Board Secretaries/Independent Directors)” organized by the Hong Kong Chartered Governance Institute.

With the theme of “Information Disclosure and Governance Compliance”, this seminar interpreted relevant requirements, such as the Administrative Measures for Independent Directors of Listed Companies, and the Practical Guidelines for Directors of Mainland Companies Listed in Hong Kong issued by the Hong Kong Chartered Governance Institute. By sharing practical experiences in ESG work, introducing the practices of information disclosure for A+H share companies, and conducting detailed case analyses on mergers and acquisitions integration practices for A+H shares, the seminar aimed to improve the capabilities of company directors, senior management, and other corporate governance practitioners in addressing governance compliance risks.



70th Intensive Professional Development Seminar for Corporate Governance Professionals

### 1.2.3 Business Ethics and Anti-corruption

The Group strictly adheres to business ethics, continuously deepens the fight against corruption, and comprehensively strengthens discipline construction, with a “zero-tolerance” approach towards any violations of business ethics. Additionally, we regularly conduct internal and external anti-corruption discipline reviews and provide integrity training to all employees, ensuring that relevant regulations are implemented throughout the Company’s operational management. The Group has made sustained efforts to eradicate the soil and conditions for corruption, further consolidating and developing a positive political atmosphere conducive to clean and honest business practices.

#### ***Anti-corruption supervision***

We have continuously deepened the mechanism construction of “dare not, can not, and will not corrupt”, continuously broadened the channels for integrity reporting, and implemented anti-corruption supervision to the “last mile”. During the Reporting Period, we actively released the Group’s anti-corruption achievements on our official website and the “Integrity Dongfeng” WeChat public account, playing a warning role within the Group and maintaining a clean and honest environment.

## Stay True to Our Original Aspiration and Advance with Compliance (Continued)

In 2023, we further optimized the integrity supervision and management model, and standardized the channels for petitions and visits, to ensure the effective implementation of relevant regulations.

### **Accessible reporting channels: dedicated personnel answering calls, with multiple backups for support**

- The Discipline Inspection and Supervision Office of Dongfeng Motor Group arranges two dedicated staff members to answer the reporting calls, with multiple backups for support, to ensure that the reporting channels are always open and no complaints are missed, with accurate and factual registration of all reported matters

### **Enhanced online reporting channels: regular checks and individual replies**

- Regularly review the whistleblower platform, the Dongfeng Motor Group's reporting website, the reporting email, and the "Integrity Dongfeng" WeChat public account, and follow the work procedures to receive and respond to each reported email

### **Standardize reporting channels: gradually unify the reporting channels to 12388 reporting website**

- In accordance with the requirements of the Complaint Office of the Central Commission for Discipline Inspection and the National Supervisory Commission, starting from December 2023, the Dongfeng Motor Group Complaint Reporting Website, reporting email addresses, and reporting telephones were gradually closed. Complaint reporters shall be guided to use the 12388 unified reporting platform of the national discipline inspection and supervision agency to improve the standardization and rationality of the Company's complaint handling work

### **Strengthen Staff Training**

- Arrange dedicated complaint handling staff to participate in national discipline inspection and supervision training sessions for professional training, to effectively enhance their capabilities in fulfilling their duties and responsibilities, and comprehensively improve their skills in handling complaints

### **Improve analysis and judgment mechanism: combining routine analysis with specialized issue analysis**

- Strengthen the analysis and judgment of complaint reports, to effectively improve the accuracy of assigning and transferring complaint reports through a combined mechanism of routine analysis and specialized issue analysis

### **Main channel construction work for petitions and visits for Dongfeng Motor Group in 2023**

During 2023, we improved the optimization and upgrading of the "Supervision, Discipline, and Accountability Information System", to effectively improve the statistical efficiency and quality of petitions and visits, clues, and case data. At the same time, the system supports the extraction and presentation of some important data, providing data support for daily work analysis, annual data comparison, and situation analysis.

In 2023, we received a total of 646 petitions, an increase of 16% compared to 2022. The total number of cases filed was 17, with an increase of 143% compared to the previous year.

## Stay True to Our Original Aspiration and Advance with Compliance (Continued)

### ***Anti-corruption Training***

To further implement the internal integrity supervision and management system of the Group and completely combat the potential crisis brought by corruption and fraud, Dongfeng Motor Group actively promotes integrity in supervision and management work, and at the same time, through the combination of positive guidance and negative warning, it ensures that relevant rules and regulations are truly implemented at all levels of the Group's operation and management, creating an atmosphere of fairness, integrity, and sustainable development within the enterprise.

During the Reporting Period, the Group conducted integrity education and training through various methods such as WeChat quizzes on party conduct and integrity construction knowledge, watching thematic warning educational videos, and sending integrity education-related notifications and typical case notifications through public WeChat accounts, with a total of 74,743 attendances in the training, covering board members, management, grassroots employees, and dispatched workers.

<b>Host Integrity-themed Activities</b>	<ul style="list-style-type: none"> <li>With Publicity Month for Party Conduct and Integrity Building as the opportunity, we have deepened the study and education of Xi Jinping's thought on Socialism with Chinese Characteristics for a New Era through various activities such as "Grand Lectures" and branch-level "Themed Party Days".</li> </ul>
<b>Fun Quiz on Knowledge of Party Conduct and Integrity Building</b>	<ul style="list-style-type: none"> <li>A WeChat-based knowledge quiz on "Remaining True to Our Original Aspiration and Practicing Integrity in Our Work" was organized to promote Party conduct and integrity building. Over 30,000 Party members participated in the event, with a total of over 70,000 attempts, achieving full coverage of educational outreach to all Party members.</li> </ul>
<b>Warning Education through Case Studies</b>	<ul style="list-style-type: none"> <li>With real-life cases as vivid teaching materials, we organized cadres and employees from the affected organizations to attend the court hearings, integrating warning education throughout the entire process of case investigation and handling.</li> </ul>
<b>Hold Warning Education Conferences</b>	<ul style="list-style-type: none"> <li>We convened three warning education conferences at the Group level, and organized personnel to watch themed educational videos such as "Breaking the Deadlock and Rising Again", "Twisted Views on Performance", "Promoting Healthy Family Values and Eliminating Corruption", and "The Trap of Circle Hunting".</li> </ul>
<b>Notifications on the "Integrity Dongfeng" WeChat Public Account</b>	<ul style="list-style-type: none"> <li>Give full play to the role of "Integrity Dongfeng" WeChat public account as a platform for integrity education, utilizing illustrations and texts to document integrity and discipline activities, as well as to disseminate information related to disciplinary actions and punishment notifications.</li> </ul>



## Stay True to Our Original Aspiration and Advance with Compliance (Continued)

### Special Training for Newly Promoted Executives on Integrity in Employment

To guide newly promoted executives to correctly treat powers and strictly abide by discipline and regulations, the Group conducted special training on integrity in employment for newly promoted executives. A total of 90 newly promoted executives from various functional departments of the Group headquarters and entities, as well as their families attended the same class on integrity. Through recently investigated and handled typical cases, the executives were reminded to always maintain self-respect and self-reflection, buckling the “first button” of integrity in politics.

Chen Tao, Deputy Secretary of the Group’s Central Commission for Discipline Inspection and Deputy Director of the Supervisor’s Office of the National Commission of Supervision stationed at Dongfeng Motor Group, delivered a speech titled Confessions of Those Who Have Acknowledged and Repented Their Faults. He recounted vivid cases of disciplinary and law-breaking individuals who chose to believe in the organization and move towards the organization through profound reflection from nine aspects, including “learning, initial aspirations, friendships, colleagues, family, gains and losses, repentance, plans, and suggestions”.



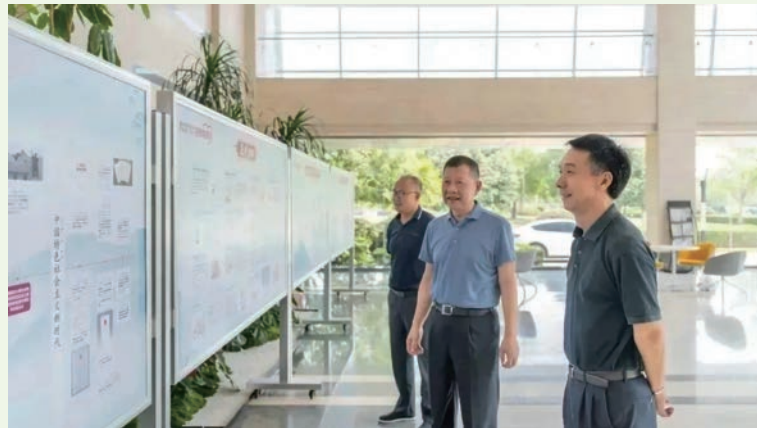
Special Training for Newly Promoted Executives on Integrity in Employment

## Stay True to Our Original Aspiration and Advance with Compliance (Continued)

### Integrity Culture Exhibition on Party Conduct and Integrity Construction Hosted by the Headquarters Party Committee

On 8 September 2023, the Headquarters Party Committee hosted an Integrity Culture Exhibition on Party Conduct and Integrity Construction. At the event, officers and employees stopped in front of various integrity culture exhibition boards, such as “Historical Tales of Integrity”, “Illustrated Regulations”, “Integrity in Employment for Headquarters Staff”, “Ten Strict Prohibitions”, and “Self-inspection through Reflecting on Work Style”. Their awareness of integrity and cultural self-confidence were strengthened through subtle cultural influences.

This cultural exhibition aimed to fully leverage the educational, guiding, and infiltrating role of integrity culture, promote a clean, honest, responsible, and pragmatic atmosphere, comprehensively strengthen party governance to comprehensively strengthen corporate governance, and provide strong support for the Company’s transformation and upgrading as well as high-quality development.



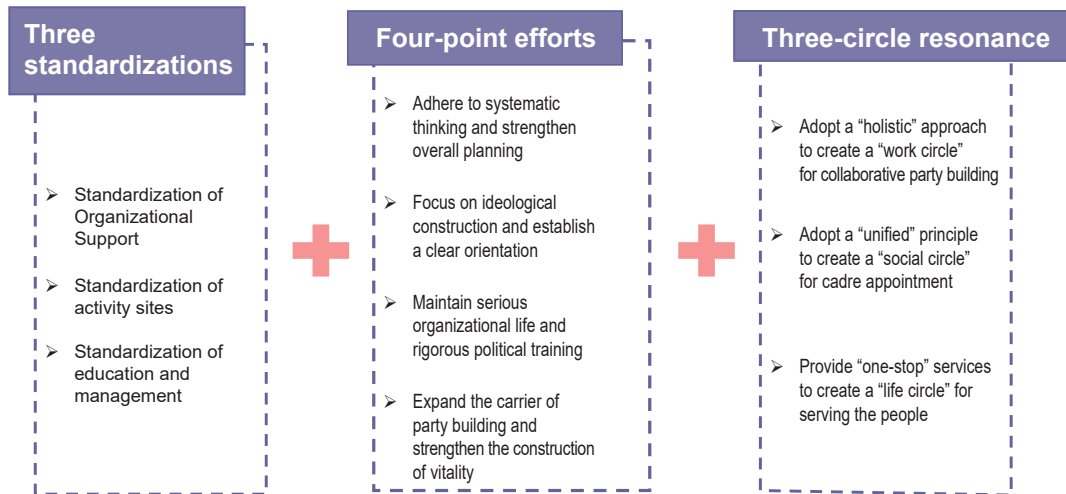
Integrity Culture Exhibition on Party Conduct and Integrity Construction

# Stay True to Our Original Aspiration and Advance with Compliance (Continued)

## 1.3 Party Leadership

In 2023, Dongfeng Motor Group resolutely took on the mission and responsibility of the national team. Leaders at all levels must enhance their political standing, firmly grasp the new missions and positioning of state-owned enterprises and centrally-administered SOEs in the new era and new journey. In addition, they must implement the important instructions of General Secretary Xi Jinping as well as the deployment of the Party Central Committee and the work requirements of the State-owned Assets Supervision and Administration Commission of the State Council into the strategic planning and daily operations of the Group.

To promote the quality and efficiency improvement of grassroots party building, we have focused on strengthening the political and service functions of grassroots party organizations, maximizing their vitality. We have actively implemented the “three standardizations”, promoted the “four-point efforts”, and led the “three-circle resonance”, further consolidating the foundation of grassroots party building work, promoting comprehensive progress and excellence in the construction of grassroots party organizations, and creating a new pattern of grassroots governance.



Advancement of grassroots party building policies and guidelines by Dongfeng Motor Group

## Stay True to Our Original Aspiration and Advance with Compliance (Continued)

### Launching Thematic Education on Xi Jinping's Thought on Socialism with Chinese Characteristics for a New Era

On 11 April 2023, Dongfeng Motor Group held a thematic education meeting on Xi Jinping's thoughts on Socialism with Chinese Characteristics for a New Era. The meeting conveyed the important speech spirit of General Secretary Xi Jinping at the thematic education work conference about Thought on Socialism with Chinese Characteristics for a New Era.

The meeting was held through a combination of on-site and video, with a main venue at the company headquarters and branch venues in Shiyan, Xiangyang, Guangzhou, Shanghai, and other locations. Participants included senior executives at the deputy director level and above in the functional departments of the headquarters, members of the Party Committee leadership teams at all levels of the Company, heads of Party Committee departments, and some employee representatives.

The Group insisted on integrating the thematic education into the key work of implementing the deployment of the 20th National Congress of the Communist Party of China. Through this thematic education, we could further enhance the ideological education level of all management officers in the new era of socialism with Chinese characteristics, effectively implement the thematic education on Xi Jinping's thoughts on Socialism with Chinese Characteristics for a New Era in a practical manner, and strengthen the sense of mission and responsibility of the Company's officers in building a "powerful automobile nation", laying a solid foundation for the Group's transformation and upgrading, as well as high-quality development.



**Dongfeng Motor Group Launched Thematic Education on Xi Jinping's Thought on Socialism with Chinese Characteristics for a New Era**

## Stay True to Our Original Aspiration and Advance with Compliance (Continued)

### Further Study on the Important Speech Spirit of General Secretary Xi Jinping During Recent Visits to the Automotive Industry

On 25 May 2023, following in the footsteps of General Secretary Xi Jinping, the leadership team members of Dongfeng Motor Group and the heads of relevant business units conducted on-site education of the important speech spirit of General Secretary Xi Jinping during his visit to GAC Group, profoundly understanding his earnest entrustment and profound expectations for the development of the automotive industry.

Through theoretical learning, the party cadres and officers of the Company have cleared up their thoughts, strengthened their ideological foundation, continuously built up their belief, replenished their spiritual calcium, stabilized their ideological rudder, and continuously enhanced their ideological, political, and action consciousness in supporting the “two establishments” and upholding “two safeguards”. The party cadres and officers of the Company has become more aware that as a “national team” and main force in the automotive industry, they must firmly shoulder the mission and task on the road to building a powerful automobile nation and must take the lead in the transformation of new energy vehicles.



Further Study by Dongfeng Motor Group on the Important Speech Spirit of General Secretary Xi Jinping During Recent Visits to the Automotive Industry

## Stay True to Our Original Aspiration and Advance with Compliance (Continued)

### Inspection Commissioner Conducted Thematic Education and Special Party Lectures at Grassroots Levels

On 4 July 2023, the Standing Committee of Dongfeng Group's Party Committee, the Secretary of the Central Commission for Discipline Inspection, and the Inspection Commissioner stationed at Dongfeng Group by the National Commission of Supervision, delved into the grassroots contact point – the Party branch of the Wheel Factory Assembly Workshop at Dongfeng Chassis System Company, to deliver a thematic Party lecture focused on “innovation for development”.

The current automotive market is undergoing rapid changes, with the industry shifting from an incremental market to a stock market. The rapid development of new energy vehicles has profoundly impacted the “vehicle manufacturing” race. As a centrally administered enterprise, Dongfeng Motor Group must uphold the mission requirements of being the “national team” in the automotive industry, resolutely shoulder the political responsibility of independent innovation and development, prioritize technological innovation, and reform the systems and mechanisms suitable for the development of new race tracks, with a focus on breakthroughs in core technologies, to generate new development momentum through technological innovation, and gain advantages in the new development pattern.



Inspection Commissioner delved into grassroots contact points to give thematic education and Party lectures

## Technological Leap and Quality Enhancement

Dongfeng Motor Group firmly believes that high-quality products are a source of strength for a company's progress and an essential part of achieving sustainable development. Therefore, on the innovative journey to create outstanding products, we continue to advance, enrich research and development innovation, accelerate the transformation towards new energy, and insist on the independent R&D of core technologies, providing users with an experience that exceeds their expectations throughout the process. Moreover, we craft products of artisan quality, establish a comprehensive safety management mechanism, and deliver high-quality products that satisfy customers through all-encompassing quality management and testing that involves every employee, every process, and every dimension.

On this leapfrogging journey, the Group continuously pools wisdom from various sources, collaborates with universities and research institutions to conduct prospective explorations, and actively promotes the cultivation of industry quality and safety culture, sharing a symbiotic and prosperous relationship with the industry.

### 2.1 Unleashing the Potential of Sci-tech Innovation

Pioneers set the pace, and innovators hold the strength. Guided by national strategy, Dongfeng Motor Group places “self-reliance and self-improvement in high-level technology” in a more significant strategic position, anchors itself in independent innovation, bravely scales new heights in technology, further strengthens the integration of R&D resources, accelerates the pace of transition to new energy vehicles, and practices the corporate mission of “providing users with high-quality automotive products and services as an outstanding technology enterprise”, contributing its scientific and technological strength to building a powerful automotive nation.

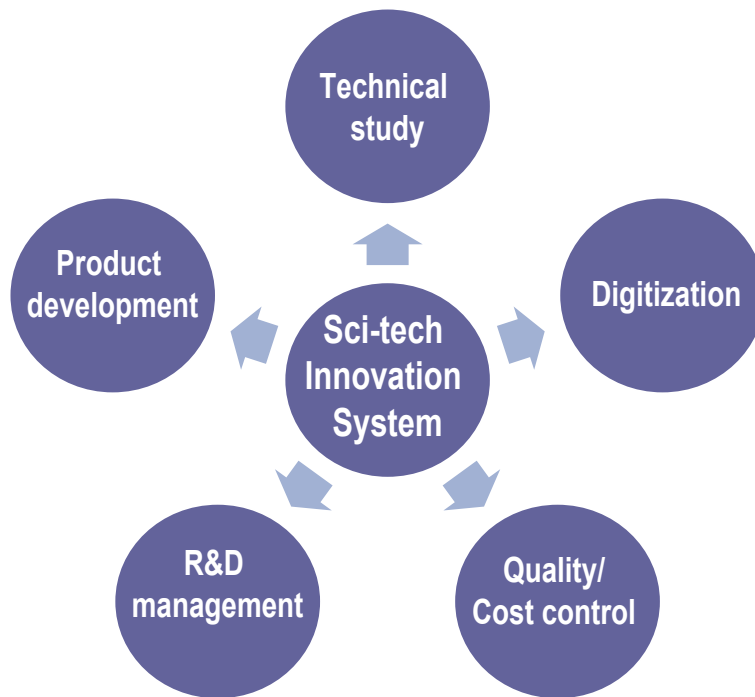
#### 2.1.1 Sci-tech Innovation Strategy

Strengthening an enterprise through science and technology requires perseverance and long-term commitment. 2023 marks a pivotal year for the Group, not only as the intermediate phase of its “14th Five-Year Plan”, but also the inaugural year of its “Three-Year Action Plan for Transformation and Upgrading”. We are based on the business pattern of “one main with two wings”, focusing on the two core strategies of “green energy” and “intelligence”, to continuously improve the vehicle business, strengthen the technology sector, and expand the service ecosystem, constantly consolidating the core competitiveness of the enterprise. During the “14th Five-Year Plan” period, we have implemented the “Rising Dongfeng” plan, and successively implemented the “Leapfrogging Action” for new energy Dongfeng passenger vehicles, “Jumping Program” for new energy, and “Ascending Program” for commercial vehicles. We have also implemented special actions to build a world-class enterprise, refine and deepen the “Scientific Reform Action” and “Double Hundred Action”, accelerating our transformation into an excellent technological enterprise, and achieving strategic planning-led innovation and innovation-driven development.

## Technological Leap and Quality Enhancement (Continued)

### ***Sci-tech Innovation System***

The Group, by always adhering to the product development philosophy of “improving one generation, developing one generation, and pre-researching one generation” and an active research and development system, has gradually established a “largely centralized, partially decentralized” product development pattern and planned a scientific path for independent innovation. Guided by medium- and long-term strategic planning, we aim to enhance product competitiveness through foundational platform development and pioneering technical research. In 2023, we released the Dongfeng Sci-tech Innovation System, systematically elucidating the five major systems for the Group’s product and technological research and development, comprehensively summarizing 40 years of independent R&D experience in technological system construction, technological research, technological management, and product development at Dongfeng, and embodying the formidable driving force of Dongfeng’s R&D endeavors.



Sci-tech Innovation System for Dongfeng Motor Group

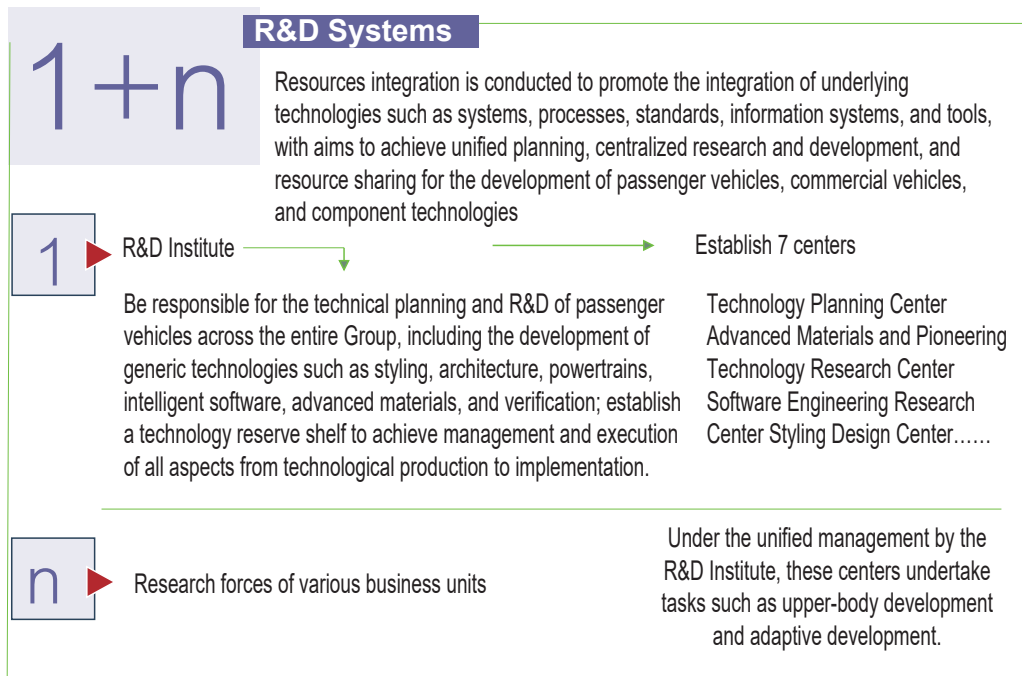


## Technological Leap and Quality Enhancement (Continued)

### "Jumping Program" R&D System Construction

To further enhance the Company's R&D efficiency and establish a full-value chain management system encompassing business, manufacturing, and marketing, in 2023, we officially adopted the optimized R&D system plan – new energy "Jumping Program". Currently, the Group is actively promoting the new energy "Jumping Program" to establish a "1+n" R&D system compatible with our "4+2" business framework.

In 2023, we established the Dongfeng R&D Institute based on the Dongfeng Research & Development Centre, focusing on new energy transformation and upgrading, with the aim to deeply integrate the Group's R&D system and resources, and comprehensively enhance R&D efficiency.



"1+n" R&D system in new energy "Jumping Program" for Dongfeng Motor Group

## **Technological Leap and Quality Enhancement (Continued)**

### ***Industry Exchange and Cooperation***

The Group actively engages in technical exchanges and cooperation with peers, integrating leading scientific research resources, and synergistically bringing together top enterprises in new energy and intelligent connectivity to promote mutual growth within the industry and among partners.

### ***Three Major Strategic Cooperation Projects at Dongfeng Motor Group***

At the 2023 Dongfeng Motor Brand Spring Launch and Technology Innovation Week, we unveiled three strategic cooperation projects together with our partners, covering areas such as 5G-enabled vehicle networks, automotive lightweighting, electrification, and intelligence. This demonstrated our prospective layout in sci-tech innovation and industrial cooperation.

#### **Collaboration in 5G Connected Vehicle Network and Information Security**

- Dongfeng Motor Corporation, Hubei Mobile, and China Mobile Zhixing jointly conducted technological collaboration in areas such as 5G connected vehicle network industry applications, information security, smart campuses, and automated office operations.
- The three parties will jointly explore the establishment of a supercomputing center to enhance the application scenarios of big data in areas such as vehicle model planning, customer group research, brand promotion, and precision marketing.

#### **Establishment of the Automotive Lightweight Technology Research Center**

- Dongfeng Motor Corporation and Hefei University of Technology have entered into a collaboration to jointly establish an Automotive Lightweight Technology Research Center.
- The collaboration will focus on areas such as lightweight, electrification, intelligence, and networking of automotive products. The initial project will focus on the research of "lightweight battery pack technology for electric off-road vehicles", and in the future, technological advantages of both parties will be leveraged to launch more collaborative projects and research topics.

#### **Collaboration on Intelligent Driving and Vehicle Operating System Platforms**

- Dongfeng Motor Corporation collaborated with ZTE Corporation on the development of the A1000 basic platform operating system kernel.
- Both parties will deeply collaborate in application scenarios such as intelligent driving, intelligent cabins, and intelligent vehicle control, as well as in ecological construction, to jointly develop Dongfeng's independent automotive operating system platform. Furthermore, both parties will further expand their collaboration and joint development in areas such as high-performance chips for intelligent and connected vehicles.

### **Three Major Strategic Cooperation Projects in Dongfeng Motor Group**

## Technological Leap and Quality Enhancement (Continued)



Signing of Three Strategic Cooperation Projects

### 2.1.2 Measures for Sci-tech Innovation

The Group views sci-tech innovation as the key to driving enterprise transformation and upgrading. By establishing a comprehensive incentive system, we fully mobilize the enthusiasm of scientific and technological talents, accelerate the achievement of self-reliance and self-improvement in high-level technology, and inject powerful momentum into the long-term development of the enterprise. During the Reporting Period, we improved our organizational structure, adhered to the de-administration approach in technological fields, and established a technical committee comprising technical experts from various fields to serve as the highest decision-making body in technological areas. Simultaneously, we vigorously implemented market-oriented, diversified, and differentiated incentive mechanisms, to continuously strengthen the construction of sci-tech innovation incentive systems, and stimulate the effectiveness of sci-tech innovation talents.

Talent Development	<ul style="list-style-type: none"> <li>Actively cultivate a high-end talent pool, to break through key technologies through targeted research projects, formulate incentive schemes for scientific research projects, accelerate the application of “lightweight, electrified, intelligent, networked, and shared” technologies, and break through key technology barriers to enhance the core competitiveness of the enterprise.</li> </ul>
Creative Incubation	<ul style="list-style-type: none"> <li>Establish innovative platforms and institutions, such as crowdfunding platforms, smart ecosystems, and T-labs to tap into public creativity related to automotive products, transform innovative outcomes, and gather innovative resources.</li> </ul>
Innovation Incentives	<ul style="list-style-type: none"> <li>Establish an open competition mechanism where rewards are published for key scientific research problems, with resolution of complex issues as the standard, breaking qualification restrictions for competition, and expanding the selection pool to choose the best candidates.</li> <li>Assist in optimizing the medium and long-term incentive schemes of subsidiaries, including but not limited to equity, dividends, employee stock ownership, “betting” agreements, and sharing of excess profits, to enhance employee motivation, covering more than 900 key personnel.</li> <li>Establish the “Meng Shaonong Outstanding Contribution Award” and “Meng Shaonong Contribution Award”, and regularly award outstanding talents who have made significant contributions to the Group in the field of science and technology, providing cash incentives.</li> </ul>

Sci-tech Innovation Measures for Dongfeng Motor Group

## Technological Leap and Quality Enhancement (Continued)

To create a virtuous cycle where “scientific research promotes business development, and business development generates profits”, the Group has improved measures for sci-tech innovation incentives, protecting achievements, and deepening the implementation of incentive schemes. During the reporting period, we actively implemented the State-owned Assets Supervision and Administration Commission’s “Five Plus” innovation support policy, and improved our internal incentive policies in five aspects: “increased assessment scores, added profits, increased investment, enhanced incentives, and intensified reforms”. Additionally, we reinforced special awards for sci-tech innovation, to fully stimulate the enthusiasm and initiative of our research personnel. In 2023, the company-level special awards for sci-tech innovation amounted to approximately RMB16.33 million, with individual awards reaching up to RMB1 million per person. The annual growth rate of awards for sci-tech innovation projects was about 41%, accounting for roughly 60% of the total budget for special awards at the company level.

### Bonus Points in Assessments Policy

- Adhere to the main orientation and basic principle of encouraging various organizations to vigorously advance technological innovation as the main guide for performance evaluation, take the ratio of technological investment as an evaluation indicator for the Group’s secondary units, and gradually increase the emphasis on technological innovation in performance evaluation year by year. Secondary units that achieve significant results in technological innovation can receive 1–5 points of evaluation bonus.

### Profit Addition Policy

- Designate Dongfeng Parts and Components (Group) Co., Ltd. as a pilot unit for “treating R&D expenses as profit addition” and gradually promote and apply it to key units with high technological progress requirements under the 14th Five-Year Plan to guide and accelerate the achievement of Dongfeng Motor Corporation’s “Leapfrogging Action” in technological innovation.

### Increased Investment Policy

- Focus on encouraging investment in R&D and innovation, establish company-level special rewards for technological innovation, such as the Science and Technology Progress Award, Science and Technology Talent Award, Intellectual Property Award, National/Industry Standard Formulation Award, and Youth Innovation and Science and Technology Award to fully stimulate the enthusiasm and initiative of research personnel.

### Incentive Enhancement Policy

- Accelerate the promotion of medium and long-term incentives to create a community of interests between the scientific research backbone and enterprises.
- Establish a mechanism for sharing the proceeds from technological achievement transformation and complete the formulation of overall goals for achievement transformation.

### Reform Intensification Policy

- Explore the “high target and high incentive” mode for new models, promote the transformation of PM (Model Project Director) management, and truly enable PMs to manage, dare to manage, and be able to manage through measures such as enhancing PM evaluation authority, issuing incentive measures, and updating and publishing management manuals.
- Sign the target responsibility statements and betting agreements for new model projects, break the previous vertical management model where subordinates are managed by the superiors, strengthen horizontal support, and implement matrix management.

## Technological Leap and Quality Enhancement (Continued)

### 2.1.3 Achievements in Sci-tech Innovation

During the “14th Five-Year Plan” period, the Group’s cumulative investment in R&D will reach RMB100 billion, with the intensity of investment in independent brand R&D not falling below 6%, laying a solid foundation for nurturing continuous sci-tech innovation capabilities. Currently, the self-control rate of key core technologies stands at approximately 75%.

#### ***R&D of New Energy Vehicles***

As a new round of technological revolution and industrial transformation emerges, the Group actively responds to the nation’s commitment to a green, low-carbon, and sustainable development path. We integrate the development of new energy vehicle business into the goals of the “Three-Year Action for Transformation and Upgrading” to accelerate the advancement of technological innovation and industrial development in new energy vehicles.

The Group adheres to the simultaneous development of hybrid power, electric power, and hydrogen power, and accelerates the industrial layout of “three electric” core resources to achieve self-control in the fields of electric motors, electric controls, and batteries, laying an important foundation for the Group to achieve overall self-control of the new energy vehicle industrial chain in the future. In 2023, the Group launched a series of new energy passenger vehicle models, including Dongfeng Aeolus SKYEV01, Venucia V Hydrogen Realm, Dongfeng Nano 01, VOYAH Passion PHEV, Dongfeng e $\pi$  007 and others, marking the Group’s continuous innovation and breakthroughs in the R&D of new energy vehicles.

Battery Management  
System

All-in-one  
Electric Drive Assembly

Efficient Flat Wire  
Motor

**Dongfeng Motor Group’s Key Core Technologies of “Three Electric”**

## Technological Leap and Quality Enhancement (Continued)

### The R&D Institute enhances the driving range of new energy electric vehicles through joint R&D projects

During the Reporting Period, the R&D Institute of Dongfeng Motor Group, in collaboration with the National Joint Research Center for New Energy Vehicle Power Batteries, jointly developed the second-generation high-energy-density solid-liquid hybrid battery. The product prototype has been completed, with its energy density reaching 350Wh/kg, ranking at the industry-leading level. Furthermore, the R&D Institute would conduct pre-research on high-voltage, fast-charging solid-state battery technology, to further develop the next-generation autonomous battery technology that features high safety, high energy density, and efficient fast charging. It is planned to be mass-produced and applied on the pure electric S platform and the VOYAH H77 model, contributing to the rapid development of the new energy vehicle industry.



**Dongfeng's New Generation High-energy-density Solid-state Cell Technology**

During the Reporting Period, we launched three major technology brands: Dongfeng "Quantum Architecture", the MHD sub-brand "Mach E", and the Dongfeng hydrogen energy brand "Dongfeng Hydrogen Boat", demonstrating our new achievements in high-quality advancement of the "Rising Dongfeng" plan and the sci-tech innovation "Leapfrogging Action".

## Technological Leap and Quality Enhancement (Continued)

### Dongfeng Quantum Architecture

- In 2023, we launched the Quantum Architecture, a fully isolated native intelligent electric platform. This architecture integrates hardware, software, services, and ecosystem into a four-in-one design, achieving comprehensive compatibility, evolution, and co-construction

### Dongfeng Mach E

- Dongfeng Mach Power is a technological innovation achievement resulting from our green and low-carbon development strategy. Mach E is our platform-based, serialized pure electric power product, characterized by being electric, efficient, energy-saving, and environmentally friendly, covering three major technical fields: electric drive, battery, and energy replenishment.

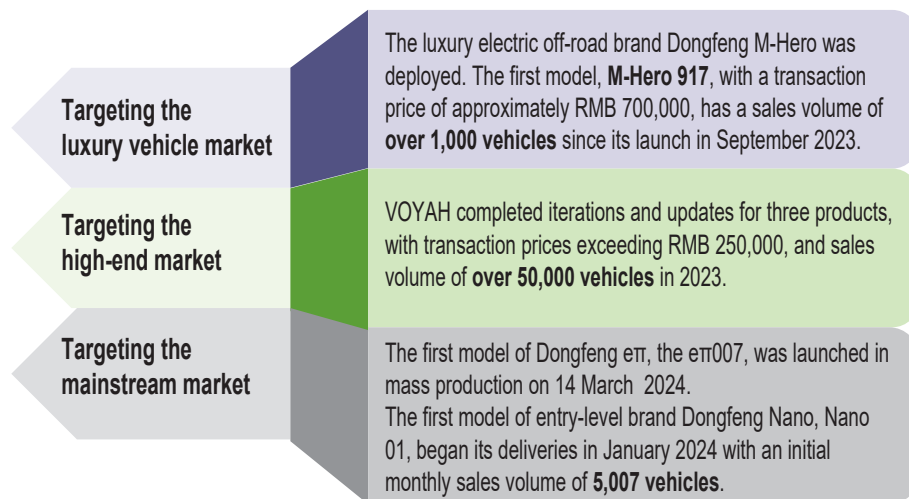
### Dongfeng Hydrogen Boat

- Dongfeng Hydrogen Boat is our full-power fuel cell passenger vehicle, with a maximum efficiency of 60% for its hydrogen fuel cell system. The Dongfeng Hydrogen Boat H2•e hydrogen power vehicle platform offers a full-stack hydrogen energy solution, characterized by ultra-environmental friendliness, ultra-high efficiency, ultra-safety, and ultra-durability

### Dongfeng Motor Group Launched Three New Technology Brands

#### New Energy Vehicle Brands

In 2023, amidst a very challenging situation, the Group focused on the overall objectives of the “14th Five-Year Plan” and the “Three-Year Action Plan for Transformation and Upgrading”, deeply advanced reform and innovation, accelerated the pace of new energy transformation and upgrading, and fully completed the layout of new energy brands, platform architectures, products, and core resources. We have achieved new development in areas such as independent new energy vehicles, control of key and core technologies, and deepening reform, forming a strategic layout that is significantly superior to the era of fuel vehicles.



### Sci-tech Innovation Brand Layout for Dongfeng Motor Group

## Technological Leap and Quality Enhancement (Continued)

In 2023, the sales performance of VOYAH, M-Hero, and Nano was impressive, continuously enhancing the appeal and influence of the Dongfeng Motor brand and strengthening user recognition of core brand attributes.

**Sales volume of new energy vehicles**

**348,000** 輛

**Among them, sales volume of VOYAH**

over **50,000** 輛

**Proportion of sales volume in the Group**

Increased by **2.7%** 

**Year-on-year growth in sales volume of VOYAH**

**159.1%** 

### 2023 New Energy Vehicle Sales Data in Dongfeng Motor Group

As the first model of M-Hero's intelligent off-road architecture M TECH, the M-Hero 917 has achieved a fusion of innovation between M-Hero military vehicle off-road technology and intelligent electric technology. With its "super platform, super power, and super off-road capabilities", it has successfully broken through its upper limits of hardcore off-road performance, creating seven Chinese "firsts" and winning the 2023 Chinese Top 10 Chassis and Best Off-Road Award. It also received the highest award of "Jury Car of the Year" at the 4th "China Automotive Summit" on CCTV.

01	China's first mass-produced model to directly descend into the sinkholes of the Tengger Desert
02	China's first new energy vehicle to successfully complete a two-hour continuous 0-100 km/h acceleration challenge on the Flaming Mountains
03	China's first model to successfully traverse the 219 National Highway Border Route, Dahaidao Route, and Keliya Ancient Road
04	China's first mass-produced model to successfully climb to the top of the world's highest sand peak, Kumkol Desert, at 4,772 meters
05	China's first model to pass four rounds of relevant durability and strength tests
06	China's first model to successfully complete a rolling safety challenge in the desert
07	China's first model to complete 21 hard surface jump tests

### M-Hero 917 Created Seven Chinese "Firsts"



## Technological Leap and Quality Enhancement (Continued)

### Luxury Electric Off-Road Vehicle M-Hero 917 Summits the World's Tallest Sand Peak

In September 2023, deliveries of M-Hero's inaugural luxury electric off-road vehicle, the "M-Hero 917" were started, with sales swiftly surpassing a thousand units, reflecting the market's enthusiastic response to this innovative model. Equipped with M-Hero's all-terrain intelligent off-road solution M ATS, the vehicle can intelligently select the optimal off-road mode based on different road conditions, providing an exceptional off-road experience.

In December of the same year, the M-Hero 917 made history in the Kumkol Desert by becoming the first new energy vehicle and mass-produced electric off-road vehicle to summit the world's highest sand peak in the desert, raising the world record to 4,772 meters. This remarkable feat not only proved the extraordinary off-road capabilities of the M-Hero 917, but also established its leading position in China's electric off-road sector, demonstrating the innovative strength and international competitiveness of the Chinese new energy vehicle industry.



**M-Hero 917, the First Model from M-Hero**

As a mainstream market-oriented national pure electric professional brand, Dongfeng Nano faces the pure electric track with an exuberant attitude, writing a new chapter in the development of the new energy vehicle industry.

## Technological Leap and Quality Enhancement (Continued)

### Dongfeng Nano Creates High-Quality National Vehicles

As the inaugural offering of the Dongfeng Nano brand, the Dongfeng Nano 01 is built on the Dongfeng Quantum Architecture No. 3 platform and is equipped with the industry's first ten-in-one electric drive – Mach E's ten-in-one electric drive assembly. With an energy efficiency percentage of up to 91.9%, the electric drive assembly improves the vehicle's range by 1.5% to 2% for every 1% increase in efficiency compared to similar electric drive system solutions, helping users save electricity during travel.

The Dongfeng Nano 01 represents the latest significant achievement in Dongfeng's transformation towards new energy, integrating the four product strengths of "large size, beauty, intelligence, and capability". With a sales volume of 5,007 units in its first month of launch, it provides strong support for Dongfeng to be the first to achieve a sales scale of one million new energy vehicles. In the future, Dongfeng Nano will accelerate the transformation and application of sci-tech innovation achievements such as the Quantum Architecture, MHD, and Dongfeng Usharing Intelligence, starting with the Dongfeng Nano 01, leading the advancement of national vehicles to high quality, and providing users with an ultimate and delightful pure electric travel experience while supporting "Leapfrogging Action" for new energy-efficient Dongfeng passenger vehicles.



Dongfeng Nano Brand's First New Car "Dongfeng Nano 01"

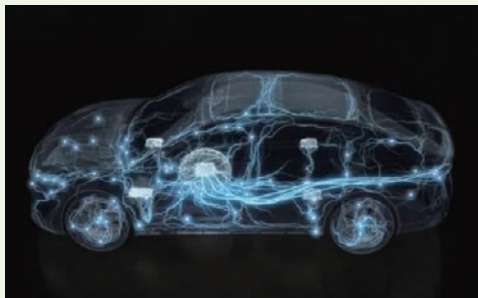
## Technological Leap and Quality Enhancement (Continued)

### ***Research and Development on Intelligent Connected Vehicle***

Amidst the wave of intelligence, the Group grasps the development trends in the automotive industry, playing the role of a pioneer and explorer. We have taken the initiative in the field of intelligent connected vehicles, to drive the research and development, production and manufacturing, testing, user experience, and commercialization of intelligent driving products, constructing a full-stack solution to accelerate our journey towards “intelligence”.

### **Continuous Iteration and Updates of the Centralized Service-Oriented Architecture (SOA) for Electronic and Electrical Systems**

The Group has independently developed a centralized, service-oriented (SOA) electronic and electrical architecture, which is an integrated vehicle-cloud architecture with a smart brain, 3-4 domain controllers, and a 5G networking terminal as the core. This architecture enables the integration of four domains, leading the industry in technological advancement. Based on the existing SOA1.0, we have further optimized and expanded to create the next-generation service-oriented centralized electronic and electrical architecture, SOA2.0. This platform is shared across the entire Group, covering the functional needs of various vehicle models planned by the Group over the next five years.



**Central Network of SOA Electronic and Electrical Architecture**



**Dongfeng's New Generation of Intelligent Cockpit Based on SOA Architecture**

## Technological Leap and Quality Enhancement (Continued)

### Completion of the Vehicle-to-Network Security Situation Awareness VSOC Platform

The vehicle-to-network security project team at Dongfeng Research & Development Centre, has designed a system with a holistic perspective for intelligent vehicle scenarios by considering the industry trends. They proposed an overall strategy of convenient multi-brand access and integrated perception of end-to-cloud management, and completed the VSOC platform for vehicle-to-network security situation awareness. This platform enables the monitoring of network security situations for cloud service platforms and intelligent and connected vehicles. It provides perceptibility, visibility, and traceability for security events of the intelligent and connected vehicles, achieving a closed loop for sensing, perception, prevention, management, and control of security events.



Launch Ceremony of the Vehicle-to-Network Security Situation Awareness VSOC Platform

## Technological Leap and Quality Enhancement (Continued)

### Routine Operations of Multiple Autonomous Driving Products Launched in Over 30 Cities Nationwide

Dongfeng Motor Group has built a cluster of intelligent driving technologies and mastered core technologies such as autonomous driving, remote driving, and vehicle-road coordination, and has also made breakthroughs in critical technologies such as the integration of domestic chip-level devices. The Group is currently conducting research on group intelligence technology that integrates “human-vehicle-road-environment” for symbiosis.

Our independently developed assisted driving (L3-) autonomous driving technology has been integrated into the Dongfeng Aeolus HUGE model for mass production. L4-level autonomous driving technology + 5G remote control technology has been integrated into the Sharing-VAN series of products for mass production. Autonomous driving buses using this technology have achieved routine operations on multiple bus routes in Xiong’an. Meanwhile, 5G autonomous driving container trucks have achieved commercial operations at Xiamen Port and Wuhan Yangluo Port. Currently, multiple autonomous driving products from the Group have launched routine operations in over 30 cities nationwide, with an operating mileage of over 2.7 million kilometers and over 160,000 passengers transported.



In 2023, Dongfeng Autonomous Intelligent Bus obtained the first intelligent and connected vehicle test license in Xiong’an New Area



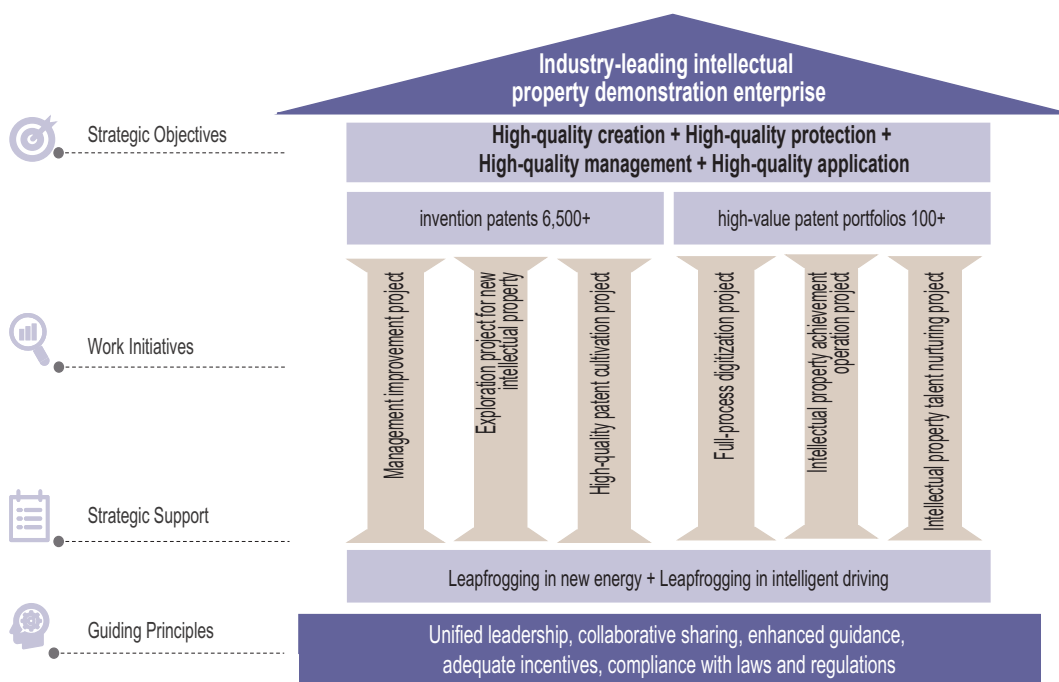
Dongfeng Usharing Autonomous Driving Bus entered Hangzhou in 2023

# Technological Leap and Quality Enhancement (Continued)

## 2.1.4 Protection of Intellectual Property Rights

Our group strictly abides by domestic and international laws and regulations, including the Patent Law of the People’s Republic of China and the Trademark Law of the People’s Republic of China, placing great importance to the protection of our intellectual property rights, and respecting intellectual creation while safeguarding the legitimate rights and interests of third-party properties. We have issued the Guiding Opinions on Establishing a Guarantee and Incentive System for the Transformation of Scientific and Technological Achievements, formulated and continuously improved the system documents, such as the Patent Management Measures of Dongfeng Motor Corporation, and established an intellectual property management system that integrates patents, trademarks, software copyrights, and scientific and technological achievements, providing solid support for innovation achievements.

We place a high priority on intellectual property work. After years of accumulation, we have incorporated intellectual property protection into the process of technological research and product development, focusing on key and core technologies and important products. We have conducted proactive patent navigation, organized patent risk analysis, formulated patent offensive and defensive strategies, and implemented patent layouts in advance. We have issued the “Action Plan for Strengthening Enterprise Intellectual Property in the 14th Five Year Plan” to form a top-level design for intellectual property management. Centering on the “426” action goal of strengthening enterprise intellectual property, we would drive the intellectual property of the enterprise towards a new journey of high quality.



**"426" Action System of Strengthening Enterprise Intellectual Property**

## Technological Leap and Quality Enhancement (Continued)

### ***Emphasis on Intellectual Property Layout***

The Group continuously advocates the concept of cultivating and laying out high-value patents through various competitions such as patent retrieval and analysis competitions, invention patent competitions, and high-value patent layout competitions to inspire the innovative enthusiasm of research and development personnel and foster a strong culture of innovation. For relevant proposals, we effectively address issues such as scattered patent applications and low awareness of layout by adopting a four-step approach: collecting innovation points, assessing patentability, determining layout plans, and submitting patent proposals in batches. We have established an intellectual property management system centered on the Patent Management Measures and the Management Measures for Technology Topic Intellectual Property. By integrating the progress nodes of research and development projects, we have conducted management and control of the intellectual property rights for the project and create high-quality patents throughout the entire process.

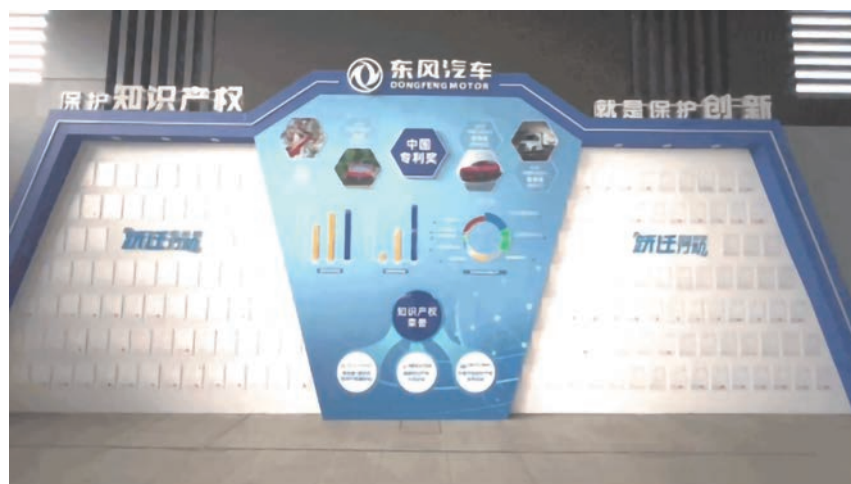
### ***Promoting the Creation of Value through Patents***

The Group provides bonus incentives to employees who contribute in the field of intellectual property, such as invention patents and published software copyrights, and has established intellectual property awards. Additionally, we have allocated 50% of the patent authorization award as a patent implementation award to encourage the transformation and implementation of patents, which are comprehensively applied to product development. The incentives provided by these awards have facilitated the transformation and application of patents: Three major platforms of “M-TECH M-Hero Architecture”, “Dongfeng Quantum Architecture”, and “DSMA Energy-Saving Architecture” have accumulated over 1,000 invention patents represented by M-Hero 917, Nano 01, and Dongfeng Aeolus Haohan. Furthermore, in the field of hydrogen energy, the Group has accumulated over 700 invention patents, ranking first among domestic OEMs. In the field of intelligent and connected vehicles, we have accumulated over 1,500 invention patents.

## Technological Leap and Quality Enhancement (Continued)

### ***Establishing an Intellectual Property Protection Mechanism***

The Group has established and officially launched an intellectual property protection and utilization center. Through this platform, we have created a comprehensive information management system for intellectual property that covers the entire process from exploration and layout, application, classification, management, maintenance evaluation, to transformation and operation, thereby strengthening the protection of intellectual property. By setting evaluation indicators such as patent relevance and economic benefits, we have enhanced the construction and evaluation of patent portfolios, forming effective protection for core technologies and products. Currently, the Group has over 100 patent portfolios/combinations, with 10 identified as core high-value patent portfolios and 15 as important ones.



**Publicity Board of Intellectual Property Protection in Dongfeng Motor Group**

### ***Enhancing Education on Intellectual Property***

The Group and its secondary units actively carry out intellectual property education, with a focus on the comprehensive improvement of employees' qualities in intellectual property to safeguard the construction of the Company's intellectual property system. During the Reporting Period, internal audits and training on the intellectual property system were conducted for Dongfeng commercial vehicles, effectively raising awareness and capability to avoid intellectual property risks throughout the Company.

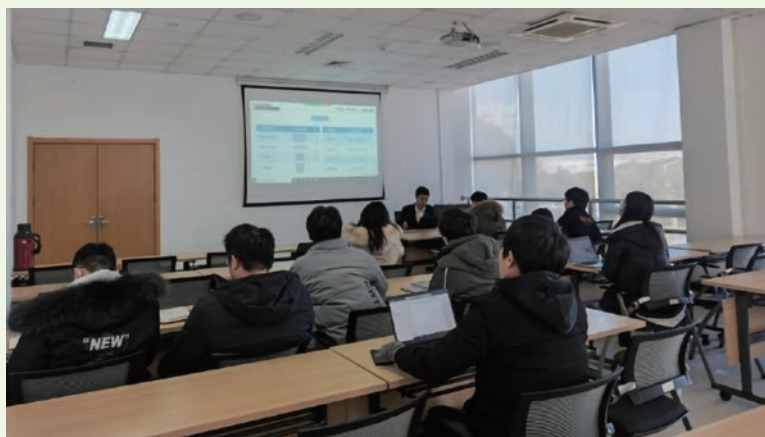


## Technological Leap and Quality Enhancement (Continued)

### Long-term Intellectual Property Training Planned by Dongfeng Commercial Vehicle Co., Ltd.

In January 2024, Dongfeng Commercial Vehicle Co., Ltd. conducted a training session on Navigation of Automobile Information Security Patent Technology, with a total of over 400 participants engaging in online or offline learning, exchange, and sharing knowledge on intellectual property. This training focused on patent technology related to automotive information security, and the latest global research results and cutting-edge technology applications in patent technology were shared, providing guidance for the construction of Dongfeng Commercial Vehicle's information security capabilities and innovative ideas.

Dongfeng Commercial Vehicle has identified intellectual property training as one of the key plans for its intellectual property work in 2024, aiming to comprehensively enhance employees' qualities in intellectual property and basic skill levels. The training plan covers various aspects, including foundational knowledge of intellectual property, the Company's intellectual property management system, patent retrieval, patent mining, software copyright registration, and handling of intellectual property infringement risks. The initial plan is to conduct two sessions per month, covering different levels of technical personnel across various fields.



Intellectual Property Training by Dongfeng Commercial Vehicle

### ***Honors and Awards in Intellectual Property***

During the Reporting Period, we accelerated the layout and protection of high-value patents within the Company, promoting an overall increase in invention patents. We applied for 5,856 patents throughout the year, of which 5,005 were invention patents, accounting for 85.5% of the total patent applications.

In 2023, the Group obtained 4,493 newly granted patents, including 2,795 invention patents, maintaining the leading position in the domestic automotive industry in terms of invention patents granted. As of the end of the Reporting Period, the Group had accumulated a total of 23,009 patents, including 7,684 invention patents, accounting for 33.4%, indicating a continuous improvement in patent quality.

## Technological Leap and Quality Enhancement (Continued)

As of the end of the Reporting Period, the Group possessed **23,009** patents

Invention patents	Utility model patents	Design patents
<b>7,684</b>	<b>11,525</b>	<b>3,800</b>

During the Reporting Period, **4,493** new patents were granted

Invention patents	Utility model patents	Design patents
<b>2,795</b>	<b>1,117</b>	<b>581</b>

### Dongfeng Motor Group's Newly Granted Patents in 2023 and Its Cumulative Number of Patents

In 2023, we retained the title of “National Intellectual Property Model Enterprise”; four entities including Dongfeng Commercial Vehicle, VOYAH, Dongfeng Automobile, and Dongfeng Liuzhou were newly recognized as “National Intellectual Property Advantaged Enterprises”, with significantly enhanced the Group’s demonstrative effect on intellectual property rights.

## Technological Leap and Quality Enhancement (Continued)

### Dongfeng Motor Group won the Gold Award in the Third Hubei High-Value Patent Competition

With an overall strategic layout, the Group has constructed a patent protection network to facilitate the cultivation of high-value patents. In the third Hubei High-Value Patent Competition, the R&D Institute led the organization of the Group's personnel in patent projects for submission and evaluation, achieving one gold award, three silver awards, and seven excellence awards. Notably, the invention patent "Isolation Sampling Circuit for Motor and Power Battery Controller" from Research & Development Centre received the gold award, while the invention patent "A Method and System for Adaptive Recognition of Input Signals" from Dongfeng Electric Drive Systems Co., Ltd. received a silver award.

The gold award that Dongfeng Motor Group received in the third Hubei High-Value Patent Competition reflects the Group's outstanding achievements in technological innovation and patent results, as well as its emphasis on intellectual property protection. This honor demonstrates the Group's technical strength and market competitiveness in the automotive industry, and also helps to enhance its brand image and market recognition.



Dongfeng Motor Group Won 11 Provincial Awards for High-Value Patents

## Technological Leap and Quality Enhancement (Continued)

### 2.2 Ensuring Work Safety

Adhering to the principle of “Nothing is possible without work safety”, the Group regards the safety of employees’ lives and the prevention of corporate production accidents as the foundation for sustainable development. We continuously strive to create a healthy and safe work environment, and adopt scientific and advanced production techniques and equipment to enhance the safety level of our production processes. To further improve safety, we have established the “Six Eliminations” target for work safety and use it as a work guideline to strengthen work safety management:

- Eliminate major and above work safety accidents
- Eliminate significant safety and environmental hazards
- Eliminate poisoning accidents
- Eliminate environmental pollution accidents and violations
- Eliminate major and above explosion accidents
- Eliminate major and above fire accidents

During the Reporting Period, all 104 subsidiaries and factories administered under the Group have obtained OHSAS18001 Occupational Health and Safety Management System certification.

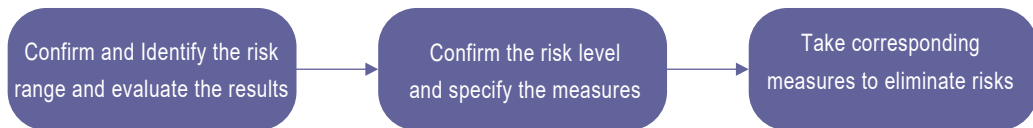
#### 2.2.1 Work Safety Management System

The Group adheres to the principle of “safety first, prevention-oriented, comprehensive governance” and has established an effective work safety management system to continuously improve the dual-prevention mechanism for risk control and hazard management. By strictly complying with the Law of the People’s Republic of China on Work Safety and the Management Measures for Work Safety Accident Emergency Plans, we have formulated regulations such as the Management Measures for Balancing Safety and Production and the “Safety Norms for Special Equipment Management, Operation, and Special (Hazardous) Operations, and constructed a multi-level and multi-dimensional work safety management system to implement work safety responsibilities in various business areas. The Group has established a Work Safety, Energy Conservation and Environmental Protection Committee, chaired by the Group General Manager, to uniformly lead the Company’s safety and environmental protection work and ensure the effective implementation of the work safety management system. The Committee holds at least one thematic meeting every quarter to ensure timely implementation of safety and environmental protection measures.

## Technological Leap and Quality Enhancement (Continued)

We conduct comprehensive risk identification for every critical stage of the production process and assess the importance of identified risk factors to determine their potential impact on production. Based on the different levels of risks, corresponding risk control measures are developed to ensure effective management of all risks. Furthermore, we regularly review and update the results of risk assessments to promptly identify new risk factors and adjust our response measures accordingly.

The flowchart of the Group's work safety management system is as follows:



**Flowchart of the Group's Work Safety Management System**

### 2.2.2 Work Safety Measures

To ensure the work safety of employees, eliminate and control the risk factors for work safety, the Group has implemented comprehensive safety management measures. Through the detection and analysis of occupational disease hazards, we have assessed the occupational disease hazards generated by each production unit and their degree of harm to the health of employees. At the same time, we have implemented measures to protect against occupational disease hazards and provide rectification suggestions for systems that fail to meet the standards. We have set up safety risk notice boards and information cards to clarify the main safety risks and control measures, and strengthened warning and monitoring in high-risk areas.

In 2023, the Group successfully achieved the goal of "six eliminations" in safety, with no major work safety accidents throughout the year. We will continue to adhere to the principle of safety first and provide a safe working environment for employees.

## Technological Leap and Quality Enhancement (Continued)

### Dongfeng Motor Group Thomson Carbon Canister Laboratory Construction and Factory Relocation Project

During the implementation of the Dongfeng Thomson Carbon Canister Laboratory construction and factory relocation project, the Group always prioritized work safety and strictly followed the “three simultaneous” management regulations concerning construction safety, occupational health, and environmental protection. Throughout the relocation process, we adhered to high standards and strict requirements to ensure standardized work safety in the work environment, achieving “zero pollution”, “zero violations”, “zero accidents”, and “zero defects” throughout the project, providing guarantees for work safety.

The successful completion of the Dongfeng Thomson Carbon Canister Laboratory construction and factory relocation project reflects the Group’s firm commitment to the safety of employees’ lives, environmental protection, and product quality. This achievement demonstrates the Group’s relentless efforts in ensuring a safe working environment, promoting environmental measures, and improving product quality. With the successful implementation of this project, the Group has not only improved its own production efficiency and competitiveness, but also provided employees with a safer and more efficient workplace, and demonstrated its corporate social responsibility by being accountable to society and the environment.



Dongfeng Motor Group Thomson Carbon Canister Laboratory Construction and Factory Relocation Project

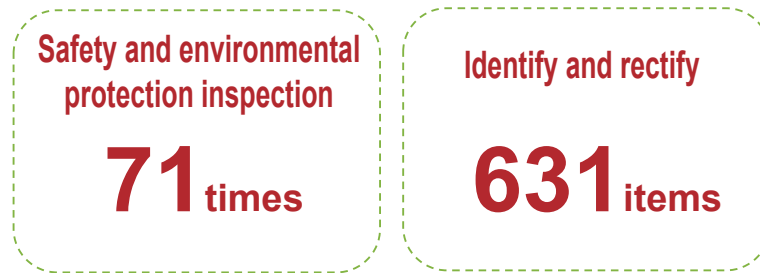
## Technological Leap and Quality Enhancement (Continued)

### 2.2.3 Cultivation of a Safety Culture

The Group attaches great importance to safety education, continually fostering and deepening a culture of safety in the following respects:

At the management level, we focus on the sense of responsibility and execution ability of leading cadres in safety work to ensure the implementation of relevant company policies. Across all levels of the organizations, we require each business unit to follow the Group's guidelines and meeting resolutions, actively fulfill their responsibilities, diligently implement safety and environmental measures, and strengthen their awareness of principal responsibilities to achieve the goal of zero safety accidents.

Meanwhile, the Group strengthens daily publicity and training on work safety, enhances employees' safety awareness, and fosters a safety culture, to promote the sustainable development of the enterprise. In 2023, we conducted multiple safety inspections, identified issues, and made timely rectifications.



Routine Inspections

## 2.3 Upgrading Quality Services

The Group adheres to the core business philosophy of “caring for every individual, caring for every vehicle” and sets the pursuit goal of “achieving outstanding quality in every vehicle produced”. To this end, we deeply cultivate the spirit of craftsmanship, and continue to strengthen our strength in basic research, commercial development, and prospective technology to fully guarantee product quality. In addition, we continuously optimize service quality, provide customers with comprehensive solutions and high-quality service experiences to help them enjoy a high-quality and wonderful life.

## Technological Leap and Quality Enhancement (Continued)

### 2.3.1 Quality Management System

With a quality-oriented approach, the Group continuously deepens quality awareness, and strengthens quality control to elevate the level of quality management. We have formed a quality management system with our own characteristics, focusing on multiple aspects such as management systems, personnel training, process optimization, and benchmarking against international standards. Meanwhile, the Group strictly abides by laws and regulations such as the Product Quality Law and the Management Regulations on Motor Vehicle Emission and Recall. Based on the requirements of the ISO9001 quality management system, we have developed and revised internal systems such as the Quality Manual, established unified product quality standards, and supervised the strict implementation by all subsidiaries.

We regularly conduct quality system audits, and make corresponding adjustments and updates of the quality management system based on internal audits, audits by external third-party institutions, discoveries during company reform and development, and organizational changes. In 2023, we newly prepared 3, revised 1 and abolished 2 quality system process management documents, continuously optimizing and enhancing the quality management system, to effectively safeguard the product and service quality, and satisfy the needs of customers and the market. During the Reporting Period, the Company did not experience any significant product quality issues.

We continuously improve the construction of the Dongfeng Excellent Quality Evaluation System, optimize the standard clauses of this System, quantitatively evaluate the quality management system, and optimize the identified shortcomings to promote the company's improvement in quality management level.



**Eight Major Fields of Dongfeng Excellent Evaluation System**



## Technological Leap and Quality Enhancement (Continued)

### 2.3.2 Enhancing Product Quality

To ensure customers enjoy high-quality products, services, and experiences, the Group has optimized quality processes from multiple perspectives. We have conducted thorough analyses of customer needs, and established a comprehensive quality management system; optimized supply chain management to ensure the quality and supply stability of components; adopted advanced production technologies to guarantee product consistency; and provided high-quality after-sales services to ensure customer satisfaction. Through these measures, the Company continuously improves the quality of products and services to enhance customer experiences, and boost operational efficiency. The Group integrates the effective operation of the quality management system with the actual company operations to satisfy customer needs, elevate product quality, and strengthen enterprise competitiveness.

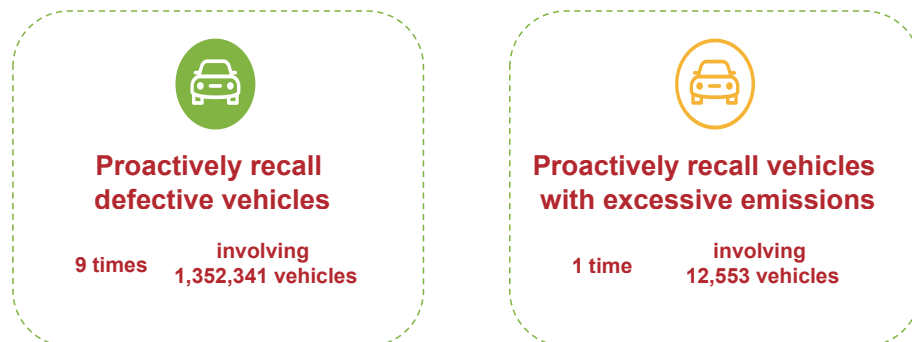
#### *Product Safety and Quality*

We extensively apply the Dongfeng Excellent Quality Evaluation System standards to conduct self-evaluations and internal audits of our quality management system. We have planned and implemented third-party evaluations for Dongfeng Nissan and Zhengzhou Nissan, with the evaluation score increasing by 8.2% compared to the previous year. Furthermore, the Company has organized on-site benchmarking, exchanges, and learning activities to promote the steady construction and improvement of the Dongfeng Excellent Quality Evaluation System. This ensures that the quality of our products and services meets the highest standards through continuous optimization of quality management. In 2023, our Wuhan factory, New Energy factory, and Xiangyang factory all successfully passed external audits of the quality management system and obtained ISO9001:2015 certification. We will continue to improve the quality management system to ensure stable and improved product quality, meeting the high standards required by the market and customers.

#### *Product Recalls*

The Group strictly complies with laws, regulations, and policies such as the Management Regulations on the Recall of Defective Automotive Products and the Management Measures for the Recall of Company's Defective Automotive Products. We have actively carried out the management of defective automotive product recalls and proactively implemented recalls for products with defects and emission hazards to maximize the protection of consumer travel safety.

Details of recalls during the Reporting Period are as follows:



#### Product Recalls

## Technological Leap and Quality Enhancement (Continued)

### 2.3.3 Quality Training

The Group has established a comprehensive quality training system, and regularly conducted training sessions on quality management theory, quality tools and methods, and practical operational skills, with the aim of enhancing employees' quality awareness and skills through systematic courses and practical activities.

#### Special Training Camp for Design Optimization of Quality Management Process

To improve product quality, the Company has actively launched a special training camp for the design optimization of the quality management process, where four strategic initiatives of research and development quality, manufacturing quality, market quality, and compliance quality established in the SP/BP (Service Policy and Service Strategy Planning) were used as templates for various scenarios in process design. The training content covered both theoretical knowledge and practical exercises, enabling participants to comprehensively grasp and apply the knowledge learned. In the theoretical learning stage, participants gained an in-depth understanding of the basic principles and methods of quality management, as well as how to apply them to practical work. In the practical exercise stage, participants solved real problems and improved work quality by simulating actual work scenarios and applying the quality management tools and techniques they had learned.



Special Training Camp for Design Optimization of Quality Management Process

## Technological Leap and Quality Enhancement (Continued)

### 2.3.4 High-Quality Services

We enhance service quality and accurately capture customers' perceptions of our brand through various channels:

- **Quantitative surveys:** The Group has developed three separate questionnaires for products, sales/communication, and services, improving the targeted selection of samples and enhancing the accuracy of survey results.
- **Increased number of seminars:** The Group organized 260 seminars to engage in-depth conversations with organizational users and industry leaders, to understand their core needs and business suggestions.
- **Full-value chain participation:** The Group conducted qualitative surveys on users, and invited value chain departments for participation to gain a comprehensive understanding of product, sales, and service market performance. Value chain departments promptly identified and resolved issues raised by customers to enhance customer satisfaction.
- **Incorporating diagnostic results into system improvement:** The Group directly integrated survey results and improvement suggestions into business plans, and tracked their effectiveness through customer service complaints, routine surveys, and annual satisfaction surveys.

In addition, we regularly evaluate service processes and customer satisfaction to ensure continuous improvement in service quality and provide more thoughtful, efficient, and personalized services to our customers.

## Technological Leap and Quality Enhancement (Continued)

### 2.3.5 Customer Communication

The Group adheres to a customer-centric service philosophy and strictly complies with laws and regulations such as the Law of the People's Republic of China on the Protection of Consumer Rights and Interests and the Measures for the Administration of Automobile Sales. We have established detailed operational guidelines, such as the Operating Rules of Dongfeng Motor Finance Co., Ltd. for Customer Complaint Handling and the Working Rules of the Consumer Rights Protection Committee of Dongfeng Motor Finance Co. Ltd. to provide customers with high-quality consumer experiences. The Company has set up various complaint feedback channels to address customer complaints, with various departments handling different complaints to ensure that customer needs are addressed.

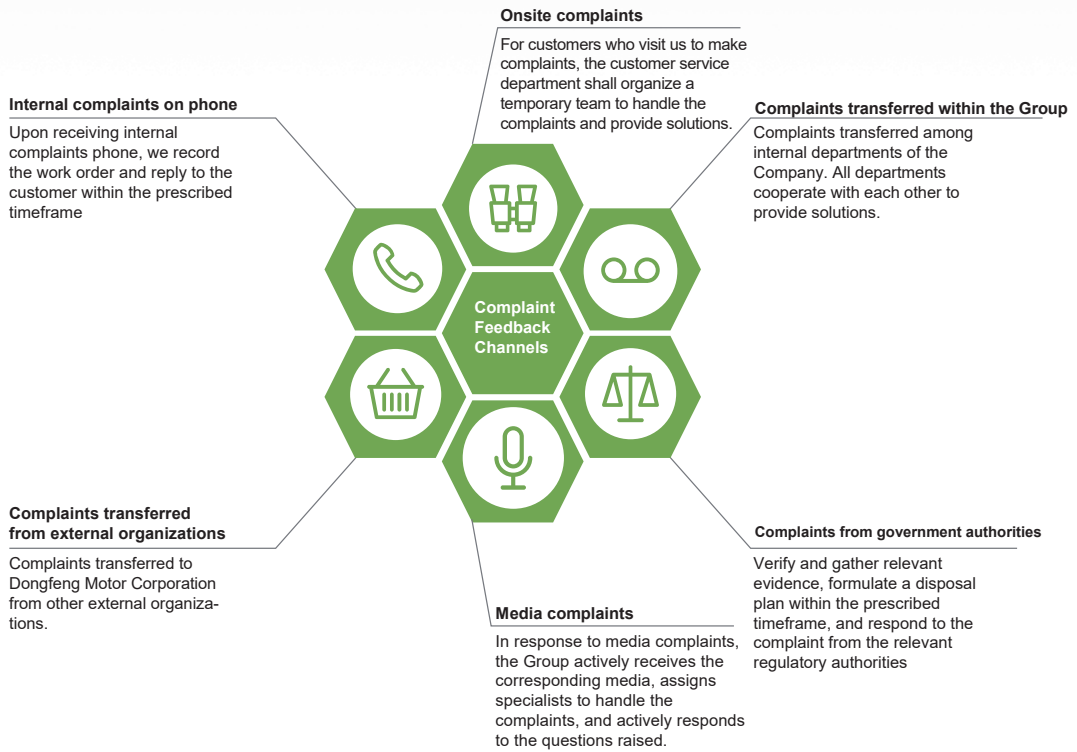
In 2023, the Group effectively addressed different types of complaints related to products and services as follows:

Complaint Type	Unit	2023
Complaints due to service issues	pc	26,426
Complaints due to product quality	pc	13,390
Violations related to health and safety of products and services	pc	4
Violations related to product and service information and labeling Event	pc	0
Violations related to marketing	pc	0
Confirmed complaints involving customer privacy infringement and loss of customer data	pc	0
<b>Total number of complaints</b>	pc	<b>64,079</b>

**Table: Product and Service Complaint Data**

## Technological Leap and Quality Enhancement (Continued)

Based on different feedback methods, the Group has established six customer complaint feedback channels, extensively collecting customer needs and opinions to enhance the customer service experience:



**Feedback Channels for Customer Complaints**

## Nurturing, Respecting and Caring Talents

Adhering to the core concept of “Talent is the first resource”, the Group has continuously strengthened the leading role of talents in promoting development, attracted and cultivated top talents in the industry, and continuously expanded the team of high-level talents, injecting strong impetus into the high-quality development of the enterprise. In 2023, we won the honorary title of Top 100 of “2023 China’s Best Employers” and “2023 Outstanding Employer”, and continued to focus on creating a good working environment for employees. In the future, we will continue to uphold the Company’s talent concept, continue to improve employees’ sense of value, security, fairness, identity, and pleasure in the Company, and ultimately realize the harmonious symbiosis and co-evolution of employees, enterprises, and society, and continue to provide a strong engine for the high-quality development of the Group.

### 3.1 Employment and Rights Protection

Dongfeng Motor Group strictly abides by the Labour Law of the People’s Republic of China, the Labour Contract Law of the People’s Republic of China, the Convention on the Prohibition of Child Labour, the Convention on Discrimination in Employment and Occupation, the Convention on Forced Labour and other relevant laws, regulations and international conventions, and prohibits child labour and any form of forced labour. During the Reporting Period, the Group did not have any incidents of child labour or forced labour.

#### 3.1.1 Compliant Employment

Dongfeng Motor Group adheres to the recruitment principle of “fair competition, fair selection, selection based on merit, and matching the right person to the right job”, actively advocates and practices the strategy of diversified talents, creates a fair and non-discriminatory working environment, ensures that all applicants receive equal employment opportunities, and resolutely eliminates discrimination, harassment and vicious competition on the grounds of employees’ gender, age, ethnicity, disability, pregnancy, religious belief, or marital status. At the same time, the Company strictly abides by relevant laws and regulations and opposes the use of child labour and forced labour. The Company ensures that all employees meet the legal age for employment and provides them with wages and working conditions that comply with the law.

##### ***Diversified recruitment***

We regularly conduct a comprehensive evaluation of the development of the enterprise, analyse the actual operation and future development plan of each department of the enterprise, accurately grasp the current situation and trend of talent demand, and formulate a practical talent introduction strategy. Meanwhile, we improve the recruitment and employment system, further clarify recruitment principles, standards, and recruitment implementation process, standardise the management of each recruitment link, recruit new employees through campus recruitment, online recruitment, social recruitment, and other recruitment forms, and strive to ensure a high degree of matching and high-quality talent delivery through a strict, fair, just, and open standardized employment process.

## Nurturing, Respecting and Caring Talents (Continued)

In terms of campus recruitment, we actively went to major universities. During the Reporting Period, we organised the campus recruitment launching conference out of Hubei Province for the first time, established in-depth cooperation with universities in Xi'an, and invited leaders from 11 universities in Xi'an to come to the scene, where more than 600 target students participated in the recruitment. Through publicity, internship opportunities and campus job fairs, etc., we attracted outstanding fresh graduates to join. As of the end of the Reporting Period, the completion rate of campus recruitment contracts in the fall of 2023 reached 74%. Among the signatories, 73% are graduates of "double first-class" universities, and 56% of them have master's and doctoral degrees.



**Campus Recruitment Launching Conference organised by Dongfeng Motor Group**

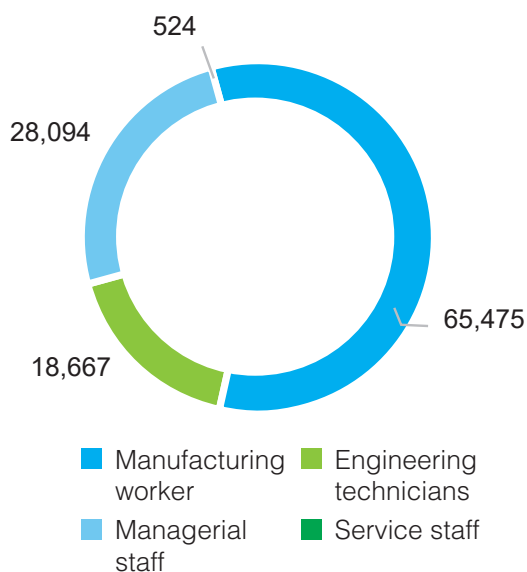
During the Reporting Period, we deepened the cooperation with online platforms to disseminate recruitment and post job information through WeChat official accounts, video accounts, and Needs to be rechecked to attract experienced professionals to join. At the same time, we have built and upgraded the basic sections of the three platforms, unified the platform avatars, and optimised the basic functions such as menu bar settings, content classification, and automatic replies.

In order to better integrate into the local eco-social development, we encourage our subsidiaries to carry out local recruitment and promote the employment of local talents. During the Reporting Period, we vigorously publicised relevant policies such as subsidies for the introduction of doctoral, master's, and undergraduate talents, so that more local talents could understand and enjoy the preferential policies. Through these measures, the Group can better leverage the advantages of local policies to attract and cultivate more local talents and inject continuous vitality and innovation into the development of the enterprise.

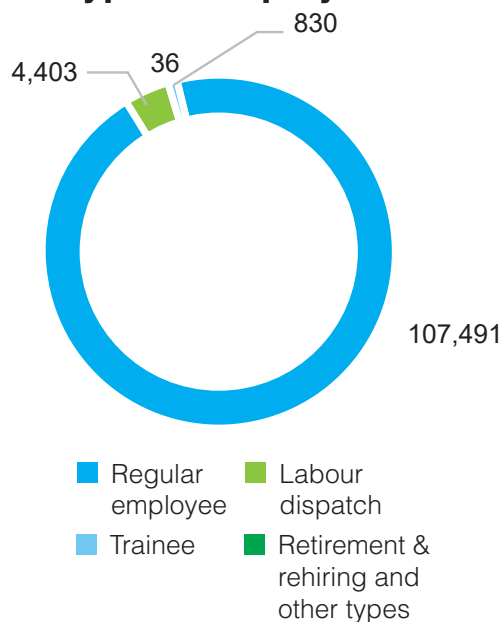
## Nurturing, Respecting and Caring Talents (Continued)

During the Reporting Period, the Group's total number of employees was 112,760. The composition of the Group's workforce by gender, age, employment type, and region, are shown in the chart below.

**Number of employees by type of worker**

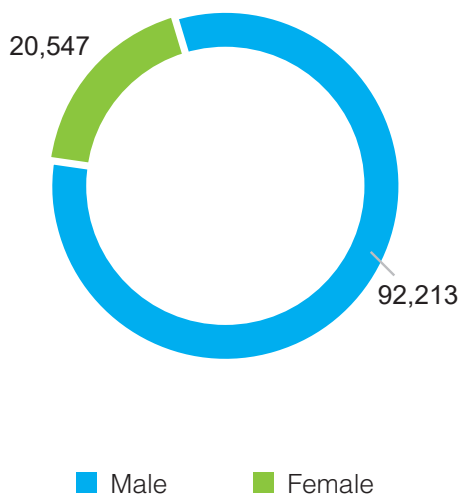


**Number of employees by type of employment**



**Number of employees by type of worker**

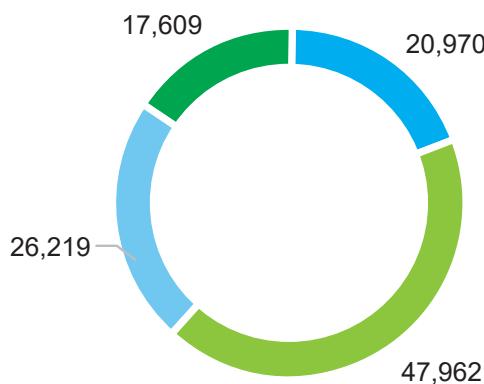
**Number of employees by gender**



**Number of employees by gender**

**Number of employees by type of employment**

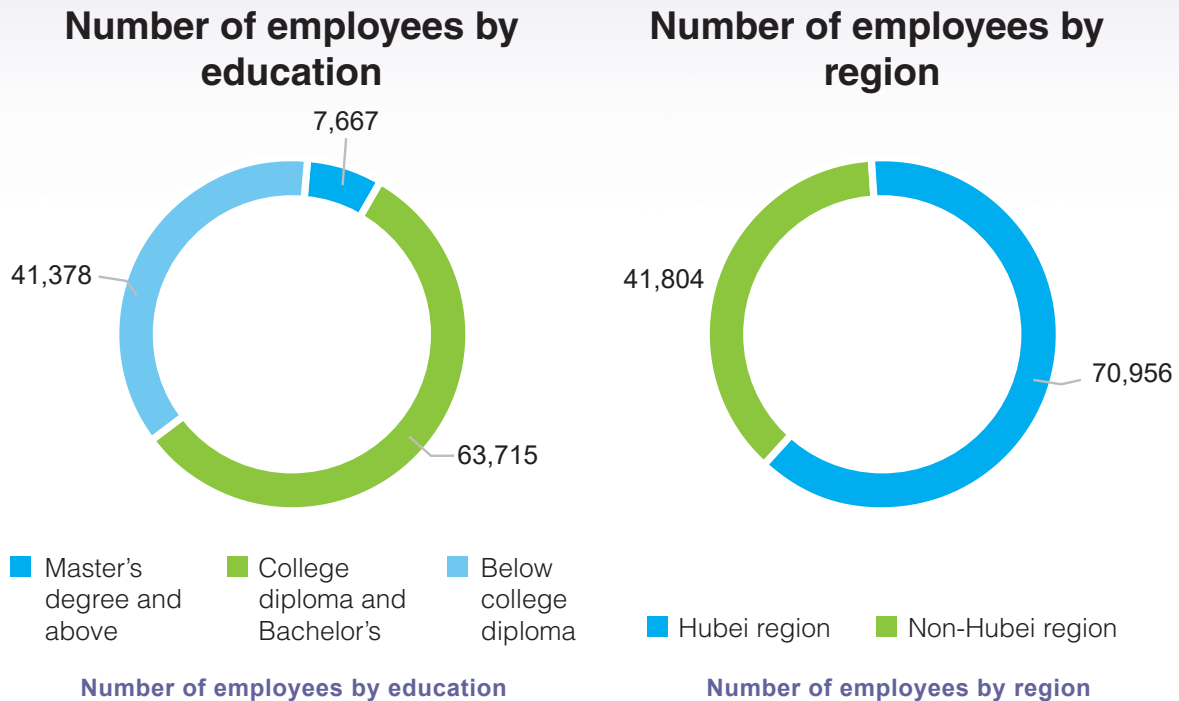
**Number of employees by age**



**Number of employees by age**



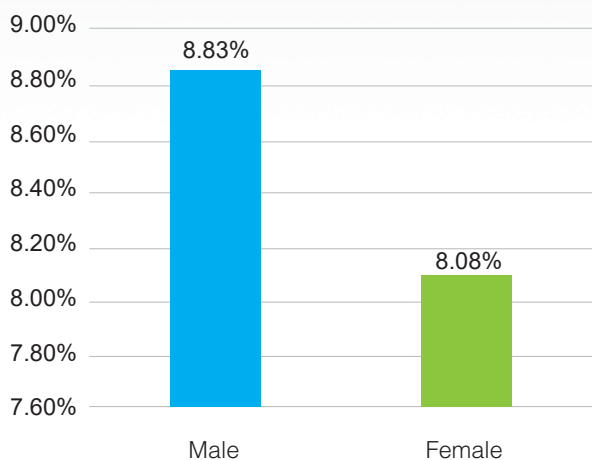
## Nurturing, Respecting and Caring Talents (Continued)



Dongfeng Motor Group has taken a series of measures to reduce employee turnover, including improving market-competitive remuneration, improving the working environment for employees, providing career development opportunities, establishing open communication channels, encouraging employees to give opinions and feedback, and providing flexible work arrangements and benefits such as paid leave that can help employees better balance work and life, regularly recognising employees' achievements and contributions, allowing employees to have a voice in the decision-making process, increasing their sense of participation and belonging, caring for their physical and mental health, and conducting regular employee satisfaction surveys and responding to employees' needs promptly. When an employee leaves the Company, the Company will conduct interviews with the departing employee to understand his or her decision and conduct an internal evaluation based on the feedback to improve the Company's employee management system and human resources policy. Through these measures, the Company has increased employee job satisfaction and reduced employee turnover. During the Reporting Period, the total turnover rate of the Group's employees was 8.69%.

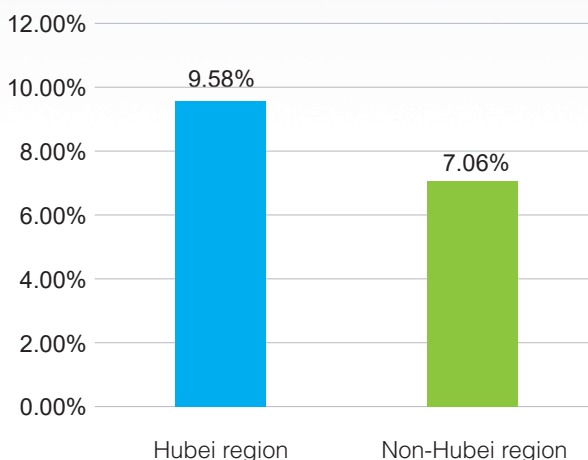
## Nurturing, Respecting and Caring Talents (Continued)

**Employee turnover rate by gender**



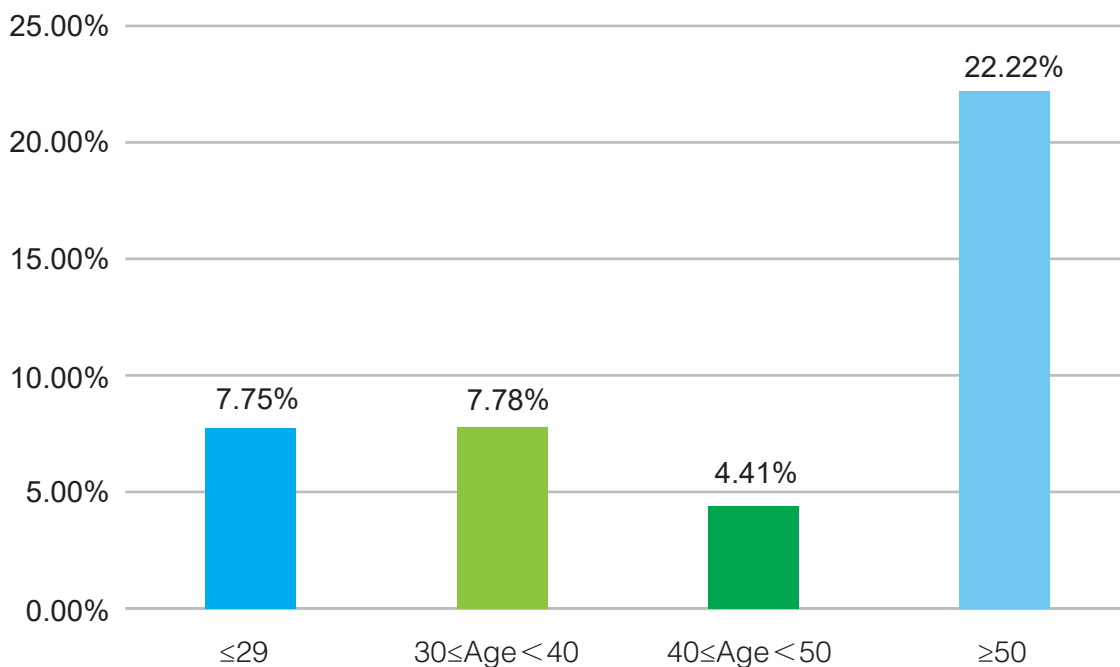
Employee turnover rate by Gender

**Employee turnover rate by region**



Employee turnover rate by region

### Employee turnover rate by age



Employee turnover rate by Age

## Nurturing, Respecting and Caring Talents (Continued)

### 3.1.2 Protection of Rights and Interests of Employees

Dongfeng Motor Group deeply understands that employees are the cornerstone of its development, attaches great importance to the rights and interests of employees, and puts the protection of employees' rights and interests at the core of its operations. During the Reporting Period, the Trade Union of the Group improved the work enthusiasm and satisfaction of employees through a series of effective measures, such as signing collective contracts, safeguarding the special rights and interests of female employees, implementing the "139" Plan and implementing the Healthy Dongfeng Plan, etc., and laid a solid foundation for the long-term and stable development of the Group. In the future, we will continue to pay attention to the rights and interests of employees, and continue to innovate and improve measures to ensure that the status, rights and interests of employees in the Group are better protected.



#### Protect employee interests and build harmonious labour relations

- Establish a sound mechanism for the supervision and evaluation of staff representative meeting
- Revise and improve the "Implementation Rules of the Staff Representative Meeting commend outstanding proposals of employee representatives, and organise employee representatives to inspect five units including Zhengzhou Nissan
- Establish, with the staff representative meeting as the basic form, a democratic management system and a system of employee directors and employee supervisors, and sign collective contracts and special collective contracts for health, occupational health and safety as planned. Give full play to the function of maintaining the source of collective contracts, and carry out inspections on the performance of collective contracts
- Focusing on the requirements of comprehensive development of consultative democracy, make channels for the expression of employees' interests and demands smooth, establish and improve multi-form and multi-level mechanisms for daily communication and consultation between labour and management, and guide employees to rationally express their interests and demands in accordance with the law. Cooperate with the "Advance and Transition Action" and "Leap Forward Project" to standardize the democratic procedures for the transfer of personnel



#### Care for rights and interests of female employees and help the equal development of the workplace

- Actively promote the *Special Collective Contract for Female Employees* and earnestly safeguard the special rights and interests of female employees
- Care for and show love for female employees, with a 100% coverage of special physical examinations for female workers, newly building 5 mobile loving maternal and infant rooms, and 100 advanced collectives and advanced individuals of female employees commended during the "Women's Day" period
- Co-organise the "Love Rose and Love Reading" national theme reading activity for female employees, carry out the "most beautiful family" tree selection, and give full play to the unique role of female employees in promoting family virtues and establishing a good family style
- Establish a long-term care mechanism for newlywed employees. The Company's Labor Union gives a set of wedding dresses worth RMB 999 to newlywed employees every year. 305 pairs of newlyweds received such dresses in 2023

### Protection of Rights and Interests of Employees at Dongfeng Motor Group

## Nurturing, Respecting and Caring Talents (Continued)



### Launch the “139” Plan to improve the living conditions of employees

- Formulate “139” Happiness in Dongfeng – Three-year Plan of Dongfeng Motor Group Company Limited for Improving the Life Quality of Employees, which will be implemented systematically via 3 aspects, 9 indexes and 44 specific measures
- Build an intelligent, digital, and green plant to reduce employee labour intensity and improve labour efficiency
- Focus on clothing, food, housing, transportation and toilets, and do something practical for employees. Focus on the things around employees and carry out warm-hearted services
- Continue to sing the “Four Seasons Song” of the Trade Union’s care, and 100% of employees’ holiday condolences, birthday condolences, sick visits, and wedding and funeral condolences have been implemented
- Implement the policy of “8 pieces of preferential entitlements” for employee car purchase, carry out accurate identification, classification and filing of employees in difficulty, and strictly implement the standards of assistance measures. In an entire medical year, with the “Loving Care Project” platform, the Group rescued 326 employees in total, with an amount of RMB 1.2523 million, with the “Golden Autumn Scholarship”, the Group helped 26 employees, with an amount of RMB 104,000. Besides, the Group distributed RMB 550,000 in the form of high temperature condolences, and RMB 500,000 for helping and condoling 317 employees in difficulty



### Implement the Healthy Dongfeng Plan to pay attention to the physical and mental health of employees

- Implement the Healthy Dongfeng Plan to pay attention to the physical and mental health of employees
- Care for the occupational health of employees, continue to strengthen occupational health monitoring, and all units extensively carry out the “Ankang Cup” competition and the identification and rectification of mass safety hazards
- Carry out the Healthy Dongfeng Action, improve the health index of employees, and build 21 “health huts” with the working concept of “preventing serious diseases, managing chronic diseases, promoting health, improving efficiency, and enjoying life” to escort the health of employees. Carry out EAP psychological care to relieve the mental pressure of employees
- Care for retired employees, organise the establishment of “Shiyan Charity · Dongfeng Retired Employees Care Fund”

## Protection of Rights and Interests of Employees at Dongfeng Motor Group

## Nurturing, Respecting and Caring Talents (Continued)

### 3.2 Remuneration and Benefits

In order to ensure the rationality and fairness of employees' remuneration packages, the Group continued to promote and deepen the reform of internal systems such as the Remuneration Management Measures, improved the incentive policy and talent remuneration distribution system, strengthened talent incentives, and mobilized the innovation vitality of talents.

We provide employees with market-competitive remuneration and offer variable compensation for all employees based on performance rewards, so as to encourage them to actively create value and achieve income growth. We not only pay attention to material incentives for employees but also propose non-material incentives. By giving employees public recognition and providing promotion opportunities, we stimulate the enthusiasm and creativity of employees and create a positive and energetic corporate culture. The implementation of these non-material incentives can better stimulate the enthusiasm and motivation of employees, improve their work efficiency and quality, and promote the common improvement and development of employees and the Group.

#### Strengthen top-level design and continue to improve the institutional system

- The Group prepared Version 2.0 of the Compilation of Incentive Policies, which was updated from the original 18 measures to 26 (including 5 types of remuneration systems, 6 types of flexible mechanisms, 7 current incentives and 8 medium and long-term incentives)
- The Group has formulated a one-to-one incentive model for 24 major secondary units
- In terms of R&D, Dongfeng Research & Development Centre has created a remuneration system of "daring to offer high salaries, and daring to eliminate those unqualified" and "publically selecting top-leaders", and VOYAH Motor has built a diversified R&D incentive of "shareholding + VAM + cost reduction + picking up a top-leader + special incentive"
- In terms of marketing, Dongfeng Passenger Vehicle Company reconstructed the performance-based remuneration system, VOYAH Motor implemented a VAM for core marketing personnel, 30% of the target salary of marketing personnel of Dongfeng Commercial Vehicle Co., Ltd. was included in the incentive assessment, and Dongfeng Zhuolian established a hierarchical and classified assessment linkage mechanism for directors and general managers of outlets

## Nurturing, Respecting and Caring Talents (Continued)

### Focus on core talents, adhere to both spiritual and material incentives

- The Group has strengthened its incentives for scientific and technological innovation. In 2023, it invested a total of RMB31.3 million in incentives for scientific and technological innovation
- The Group has vigorously promoted the spirit of Meng Shaonong, cultivated the feelings of family and country of R&D personnel, and promoted the completion of the selection of the 2023 “Meng Shaonong Contribution Award”
- Dongfeng Passenger Vehicle actively inherits and promotes the spirit of Dongfeng Kerosene Lamp, further stimulates the combat effectiveness of the marketing front-line team, encourages all marketing personnel to be self-reliant and hard-working, and never give up, forming an atmosphere of learning, catching up and surpassing that takes over the lamp and bravely climbs the peak, and carrying out the “Honorary Kerosene Lamp” commendation in Dongfeng Passenger Vehicle for the top three regions ranked monthly

#### Optimisation of Dongfeng Motor Group’s Employee Incentive Mechanism in 2023

## Nurturing, Respecting and Caring Talents (Continued)

### ***Employee Benefits***

We strictly implement national laws and regulations, pay five social insurances and one housing provident fund for all employees, and ensure that the rights and interests of employees in medical care, pension, unemployment, workers' compensation, maternity, and other aspects are fully protected. On top of this, we also provide employees with additional protection such as enterprise annuity, supplementary medical insurance, and accident insurance. The Group actively builds a comprehensive employee welfare system, so that every employee can feel the care and support from the Group.

#### **Seven insurances and two funds**

- Provide pension insurance, basic medical insurance, work-related injury insurance, unemployment insurance, maternity insurance, supplementary medical insurance, supplementary commercial insurance, so as to fully guarantee their rights and interests
- Provide housing provident fund and enterprise annuity

#### **Paid Leaves**

- Paid leaves such as high-temperature leave, annual leave, family visit leave, personal leave, sick leave, marriage leave, maternity leave, etc

#### **Diversified Subsidies**

- Subsidies for lunch, transportation, communication, and living expenses
- Spring Festival/Mid-Autumn Festival/Women's Day/birthday/marriage and childbirth and other condolence subsidies
- Subsidies and condolences such as cooling and heating, travel expenses for visiting relatives, etc.

#### **Physical and mental care**

- Comprehensive care for the physical and mental health of every employee by providing health check-ups, EAP psychological care, and "health hub" health services

#### **Employee housing and transportation**

- Provide standard rooms in employee apartment buildings, equipped with all daily living facilities
- Provide additional benefits such as online video membership recharge

**Dongfeng Motor Group's all-round employee welfare system**

## Nurturing, Respecting and Caring Talents (Continued)

### 3.3 Training and Development

Dongfeng Motor Group attaches great importance to talent development and employee training. During the Reporting Period, we revised the Training Management Measures of Dongfeng Motor Group Co., Ltd., included the special expenses for the joint training of national engineering masters and doctors into the scope of vocational education expenditure, and updated the guidance standards for vocational education expenditure. Under the institutional framework of the Group, the subsidiaries of the Group have actively formulated the implementation measures for training and development, and standardised the training management and implementation process.

#### 3.3.1 Talent Development Strategies

In order to support the “Three-year Action for Transformation and Upgrading”, the Group formulated the “156” Talent Action Plan on the basis of the 14th Five-Year Plan for Human Resources of the Company to strengthen the top-level design of talent work. Starting from the development needs of new energy and independent undertakings, we will focus on strengthening the construction of six talent teams in operation and management, science and technology, skills, marketing, digitalisation, and cross-over integration, and set quantifiable talent training goals, aiming to promote the vigorous development of Dongfeng Motor Group by improving the overall quality of talent teams.



The Concept of “Strengthening the Construction of Six Teams”



## Nurturing, Respecting and Caring Talents (Continued)

According to the characteristics and needs of each team, Dongfeng Motor Group has formulated targeted training and development plans, including increasing investment in training, optimizing the training system, and improving training quality. It has strengthened the employment mechanism by combining internal selection and external introduction to stimulate the vitality of talents, established a scientific talent evaluation system to encourage outstanding talents to stand out, and strengthened the construction of corporate culture to enhance the sense of belonging and loyalty of employees, and comprehensively improve the professional skills and comprehensive quality of the talent teams. Driven by the “construction of six teams”, Dongfeng Motor Group is committed to building a high-quality and professional talent team to provide a strong impetus for the development of the enterprise.



### **Strengthen the training of a professional operation and management talent team**

Strengthen the training of a professional operation and management talent team Carry out training camps, young and middle-aged management classes, and special training courses for management talents, and systematically improve management skills and levels



### **Strengthen the training of a high-level science and technology talent team**

Adhere to the university-enterprise cooperation education model, and rely on the science and technology innovation school to continue to cultivate “Five Orientations” talents



### **Strengthen the training of a craftsman-type skilled talent team**

Strengthen the construction of skills training resources, promote training through competitions, and combine competition with practice to cultivate high-level competitive talents



### **Strengthen the training of a practical marketing talent team**

Build an online marketing school, establish a marketing college, launch a marketing champion training camp, and promote the transformation of marketing talents



### **Strengthen the training of a value-added digital talent team**

Carry out the Digital Elite Training Camp - Lighthouse Action to help digital transformation



### **Strengthen the training of an integrated talent team**

Hold the Company's commercial enterprise talent training camp, strengthen project management training and certification, and cultivate international talents

## **Dongfeng Motor Group's Talent Development Strategies**

## Nurturing, Respecting and Caring Talents (Continued)

### 3.3.2 Talent Training System

Dongfeng Motor Group has implemented a dual training responsibility mechanism in talent training and development, guided by our group's strategic planning and supported by the implementation of business in each unit. We follow the work policy of “strengthening services, valuing inspections, and ensuring practical results”, and guide all subordinate units to carry out specific refinement and target decomposition of talent development strategies. At the same time, we have implemented the training strategy of cadres and talents in key areas at different levels and types to ensure the precise and effective implementation of the training plan.

The number of the accumulative training sessions by the Group throughout the year:

**32,000**

The number of employees trained:

**1,007,000**

The average number of hours per person:

**76.12**

The accumulated investment in vocational education:

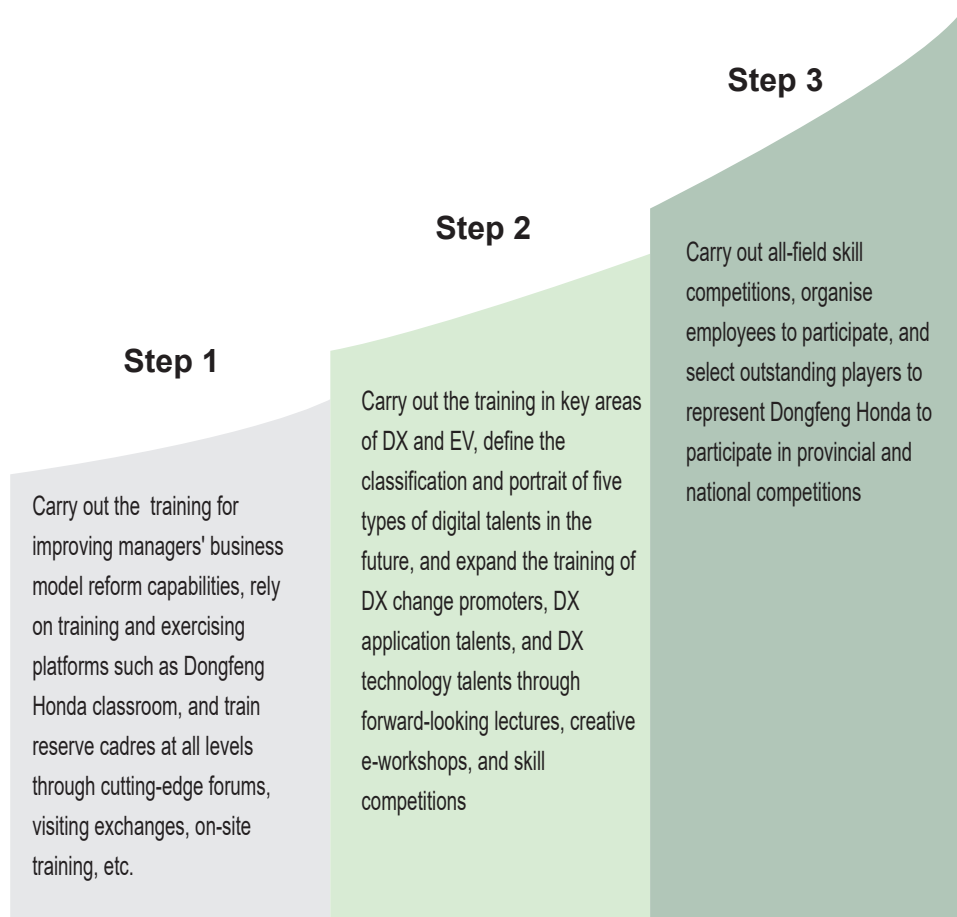
**¥ 115.95 million**

Dongfeng Motor Group's Employee Training in 2023

## Nurturing, Respecting and Caring Talents (Continued)

### ***Dongfeng Honda training system***

Revolving around future business needs, Dongfeng Honda has formulated a five-year plan for “reshaping the skills of all employees” for the strategic transformation of digitalisation and electrification and is committed to cultivating self-reliant and growth-oriented talents. Through the “three-step” implementation path of design awareness cultivation and all-field expansion, it conducted an inventory of talents in all fields and identified future talent capability gaps. During the Reporting Period, the awareness rate and participation rate of employee training reached the goal of “double 100%”.



**“Three-step” Training System of Dongfeng Honda**

## Nurturing, Respecting and Caring Talents (Continued)

### *Dongfeng Honda parts training system*

In 2023, Dongfeng Honda Parts conscientiously implemented a series of talent training work arrangements of the parent company, Dongfeng Motor Group Company Limited. Faced with complex and arduous transformation tasks and arduous market challenges, it has always adhered to consolidating the strategic position of talents, given full play to the key role of talent cultivation, and made efforts to promote the development and training of various talents and the construction of talent teams, which provides strong support to promote its various key tasks. During the Reporting Period, Dongfeng Honda Parts carried out various talent training activities of the “Eagle” Talent Program in an orderly manner, with a total of 80,658 hours of training throughout the year, representing an increase of 7.6% over the previous year.

The number of employees trained throughout the year:

**9,317**

The average number of hours per person:

**38**

#### Training Data of Dongfeng Honda Parts in 2023

The number of reserve management talents trained:

**231**

The number of functional service personnel trained:

**230**

The number of engineering and technical personnel trained:

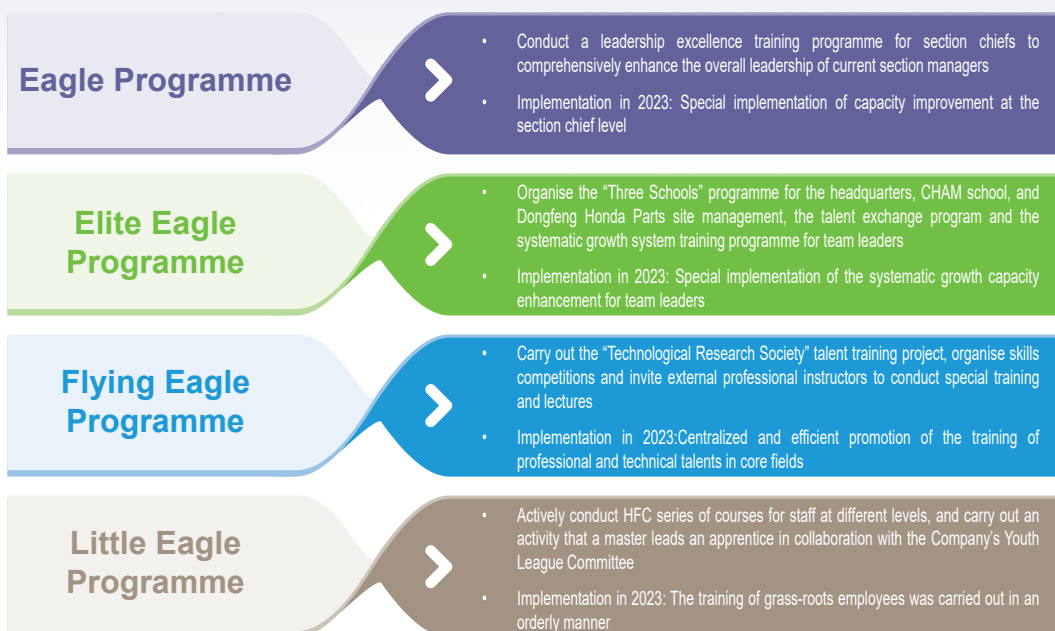
**76**

The number of skilled personnel trained:

**1,579**

#### Training achievements of Dongfeng Honda Parts in 2023

## Nurturing, Respecting and Caring Talents (Continued)



### "Eagle" Talent Training Programme at Dongfeng Honda Parts in 2023

#### ***Training for the Dongfeng Motor Group's young and middle-aged management class***

During the Reporting Period, to effectively improve the quality of the Group's talents and strive to build a high-quality management team, Dongfeng Motor Group continued to carry out the 44th Young and Middle-aged Management Class. Through the study of the Party's excellent theory and the Company's operation and management and leadership knowledge at the Class, the Group unified and strengthened the thinking of young cadres to promote transformation and reform, and systematically improved management skills and levels. In order to focus on the needs of the Company's transformation and upgrading, we organised the third and fourth phases of the management talent training camps. Through high-intensity practice, high-frequency interaction, high-level lecturers, combined with sand table simulation, case studies and other methods, senior management formed their operation and management thinking, improved their abilities in strategic thinking, innovation, business enterprise, and leadership, and strengthened their market awareness and risk awareness. In view of the business knowledge of digitalisation, accounting & finance and corporate governance, etc., which urgently needs to be improved in transformation and upgrading, we set up special training courses and online special classes, with the average number of hours per person being 90 for compulsory courses.

## Nurturing, Respecting and Caring Talents (Continued)

The number of special training courses offered throughout the year:

**6**

The number of people covered:

**366**

The number of special online classes offered throughout the year:

**3**

The number of people covered:

**976**

### Training Data of Young and Middle-aged Management Class Organised by Dongfeng Motor Group

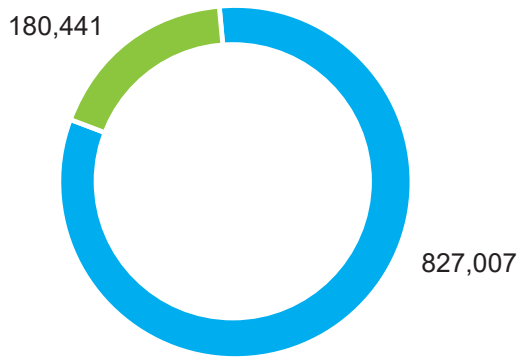


The 44th Young and Middle-aged Management Class Organised by Dongfeng Motor Group

## Nurturing, Respecting and Caring Talents (Continued)

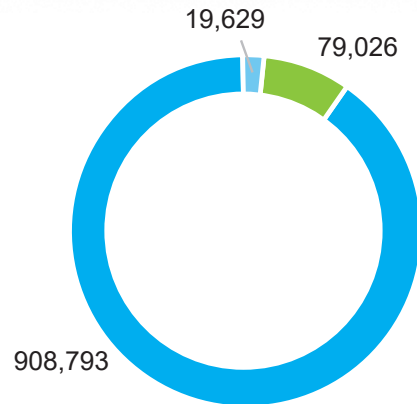
During the Reporting Period, the training sessions conducted by the Group covered a total of 1,007,448 persons, with the average number of hours per person reaching 76.12.

**Number of employees trained by gender**



Male Female

**Number of employees trained by grade**

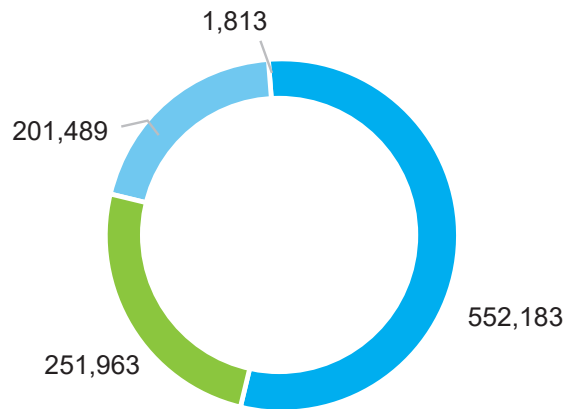


Senior management Middle management Frontline grassroots

**Number of Employees Trained by Gender**

**Number of Employees Trained by Grade**

**Number of employees trained by employee type**

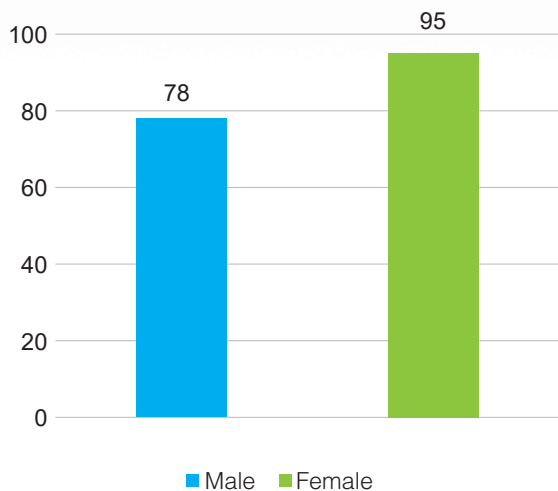


Manufacturing worker Engineering technicians  
Management Service

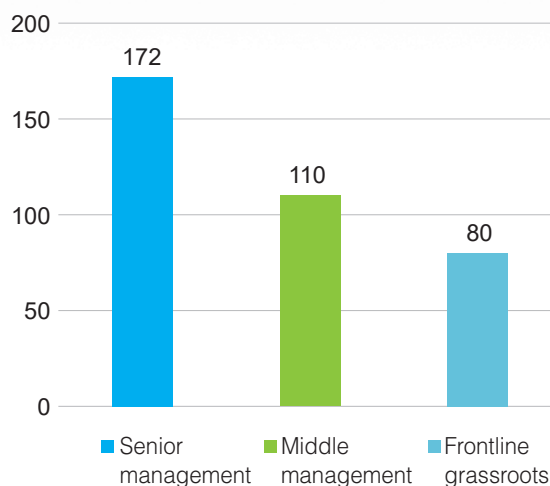
**Number of Employees Trained by Employee Type**

## Nurturing, Respecting and Caring Talents (Continued)

**Average number of hours of training for trained employees by gender**



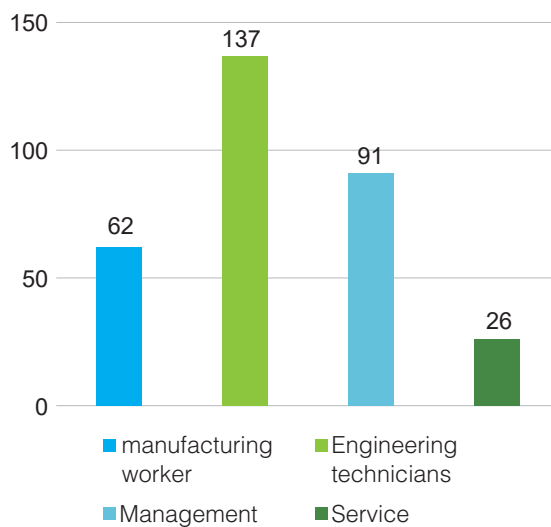
**Average number of hours of training for trained employees by grade**



**Average number of hours of training for trained employees by gender**

**Average number of hours of training for trained employees by grade**

**Average number of hours of training for trained employees by employee type**



**Average number of hours of training for trained employees by employee type**



## Nurturing, Respecting and Caring Talents (Continued)

### 3.4 Employee Care

Dongfeng Motor Group upholds the “people-oriented” management philosophy and puts employee care at the core of its development. We have actively built an open communication platform to encourage employees to express their opinions and suggestions and promote management’s decision-making to be closer to the needs of employees. In terms of occupational health and safety, the Group strictly implements work safety rules and regulations to ensure that employees work in a safe and secure environment and protect their life safety and health. Dongfeng Motor Group is committed to creating a harmonious, stable, and healthy working atmosphere, continuously improving the job satisfaction and work efficiency of employees, and laying a solid foundation for the common development of employees and the enterprise.

#### 3.4.1 Care for Employees

The Group regards employee welfare as its responsibility and actively responds to the “139” Happiness in Dongfeng – Three-year Plan of Dongfeng Motor Group Company Limited for Improving the Life Quality of Employees. With a focus on the factory environment, diversified incentives, welfare guarantee, growth and development, digital and intelligent service, health and safety, labour relation, assistance to employees with difficulties, and cultural activities, the Group enhances employees’ sense of happiness and belonging in the details and demonstrates the Group’s humanistic care.

## Nurturing, Respecting and Caring Talents (Continued)

### "Joy Dongfeng" Fitness Activities for All Employees

To implement the Outline for the Construction of a Sports Power and advocate a new trend of healthy Dongfeng and all-staff fitness, the Labour Union of Dongfeng Motor Group has carried out the "Joy Dongfeng" fitness check-in activity for all employees for three consecutive years. After downloading the "Joy Dongfeng" APP with mobile phones, employees of the Group can join in the activity via using offline exercises and online check-in to redeem prizes. They walk 4,000 steps every day, and they will earn corresponding points, which can be exchanged for agricultural and sideline products or stationery and sports supplies of corresponding value. As of December 2023, 65,600 employees downloaded the APP and performed daily check-ins, making such activity the most extensive activity covering employees at Dongfeng Motor Group.

Such activity not only implements the spirit of the national sports power strategy but also showcases the Group's deep care and strong support for the all-round growth of employees. By building an incentive reward system, we effectively enhance employees' enthusiasm for participating in sports activities, ensure that employees pay attention to their physical health and mental state in their spare time, and then cultivate a positive attitude towards life and workplace culture, and promote the development of employees' physical and mental health.



APP System Diagram of "Joy Dongfeng"

## Nurturing, Respecting and Caring Talents (Continued)

### Vitality Gymnastics Competition of Dongfeng Motor Group

In May 2023, Dongfeng Motor Group Company Limited held a Vitality Gymnastics Competition in four regions: Shiyang, Wuhan, Xiangyang, and Guangzhou. The 40 participating teams and 1,200 team members wore uniform uniforms and showed their team spirit and infinite vitality in high spirits. This competition is not only a sports competition, but also a stage to show the spirit of our employees, demonstrating the Group's emphasis on employees' physical and mental health and teamwork.

This competition showed the corporate culture of Dongfeng Motor Group, and team members supported each other and cooperated tacitly, reflecting a good image of being proactive, united, and cooperative. The competition stimulated the enthusiasm of employees to participate in physical exercise, improved their physical fitness and health level, and injected new vitality into the development of the enterprise.



Vitality Gymnastics Competition of Dongfeng Motor Group

## Nurturing, Respecting and Caring Talents (Continued)

### “Dongfeng Cup” All-people Fitness Badminton Competition

In September 2023, the 14th “Dongfeng Cup” All-people Fitness Badminton Competition organized by Dongfeng Motor Group kicked off in four regions: Shiyang, Wuhan, Xiangyang, and Guangzhou. The competition, with grassroots party committees as the participating units, attracted the active participation of 87 teams and 1,305 employees. The badminton competition has a deep mass foundation among Dongfeng employees. It is not only a well-loved sports activity, but also a display window of Dongfeng employees’ spiritual outlook. In the competition, employees competed intensively and showed a healthy and upward mental state, reflecting the concept of “happy work and happy life” of Dongfeng people.

The badminton competition is not only a grand event of sports competition, but also a bridge to promote friendship and exchanges between various sections and units within the Company. In the competition, employees broke departmental and geographical boundaries and enhanced mutual understanding, unity, and cooperation through sports. This positive atmosphere of communication enriches the spiritual and cultural life of Dongfeng employees, enhances the cohesion and centripetal force of the enterprise, and injects new vitality into the harmonious development of Dongfeng Motor Group.



“Dongfeng Cup” All-people Fitness Badminton Competition

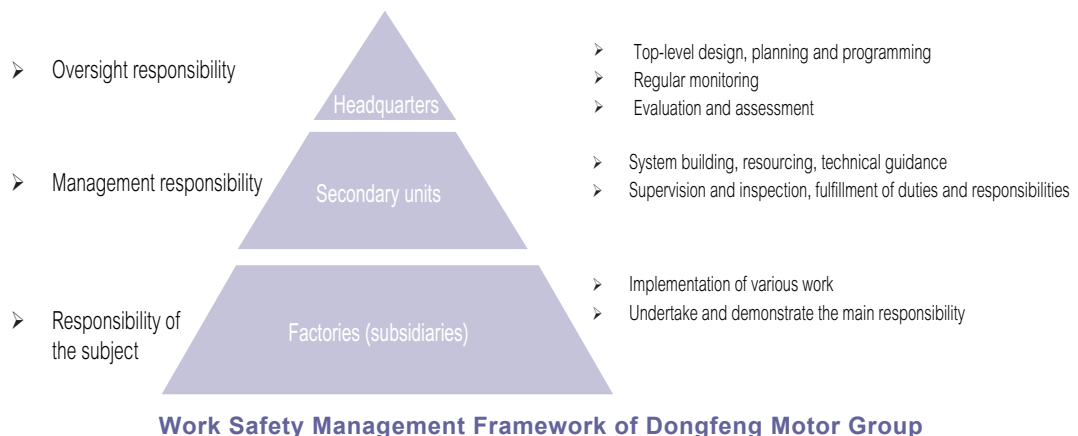
## Nurturing, Respecting and Caring Talents (Continued)

### 3.4.2 Employee Communication

Dongfeng Motor Group attaches great importance to an open and democratic working environment, attaches importance to the voice and needs of every employee, and actively promotes communication between employees and management. To better listen to the real voices of employees and solve their reasonable demands, the Company has established a sound communication and feedback mechanism, regularly held seminars between senior management and employees, and adopted multiple channels such as a suggestion box, employee service centre, and employee home contact hotline to encourage employees to speak freely. The Group verifies the relevant situation and implements improvement measures for the issues raised by employees. Besides, the subsidiary companies of the Group organised annual employee satisfaction surveys for the year, with all employees actively participating, and the overall results showed that the overall satisfaction of employees improved compared to that of last year, reflecting the Group's active efforts and achievements in enhancing employees' work experience and happiness and forming a good atmosphere for full participation and common progress within the Group and its subsidiary companies.

### 3.4.3 Occupational Health and Safety

Dongfeng Motor Group has always placed the health and safety of its employees at the core of its development, which continuously improving and strengthening its safety management system to ensure the effective implementation of various safety measures. Adhering to the safety concept of "safe employees, safe work, safe products" and the long-term safety goal of "zero accidents, zero losses, and zero injuries", the Group has established a three-level safety management structure composed of headquarters, secondary units and factories (subsidiaries) to achieve comprehensive safety management and control. During the Reporting Period, the Group steadily carried out various work of safety production, including regular safety training, safety inspections, emergency plan drills, etc., to ensure that employees can master the necessary safety knowledge and skills to respond quickly and effectively in emergencies. At the same time, the Group attaches great importance to the construction of safety culture, and through various forms of publicity and implementation, it makes employees capable of deeply understanding the importance of safety and integrating safety concepts into their daily work. The Group has firmly built a defence line for safety and health from multiple perspectives, and continuously improved the safety management level through technological innovation, process improvement, management optimisation, etc., to ensure that employees can be fully protected at work.



## Nurturing, Respecting and Caring Talents (Continued)

### Six Eliminations

- Eliminate large and above production safety accidents
- Eliminate large and above explosion accidents
- Eliminate large and above fire accidents
- Eliminate major safety hazards
- Eliminate collective poisoning accidents
- Eliminate all kinds of major safety violations

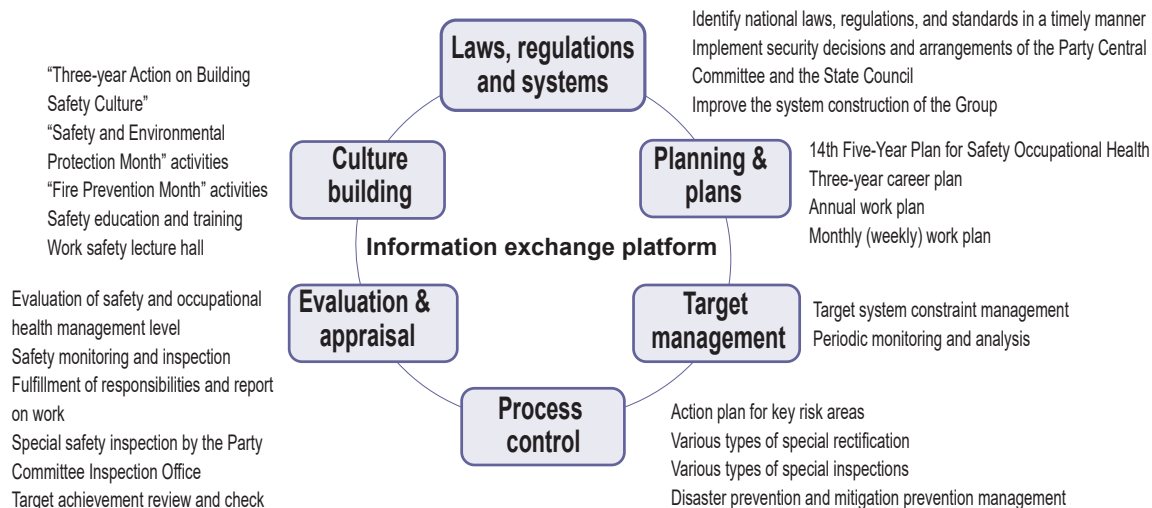


### Three Controls

- Accident frequency is controlled within 0.8%
- Accident rate of serious injury and above is controlled within 0.15%
- Occupational disease hazards detection rate has continued to rise



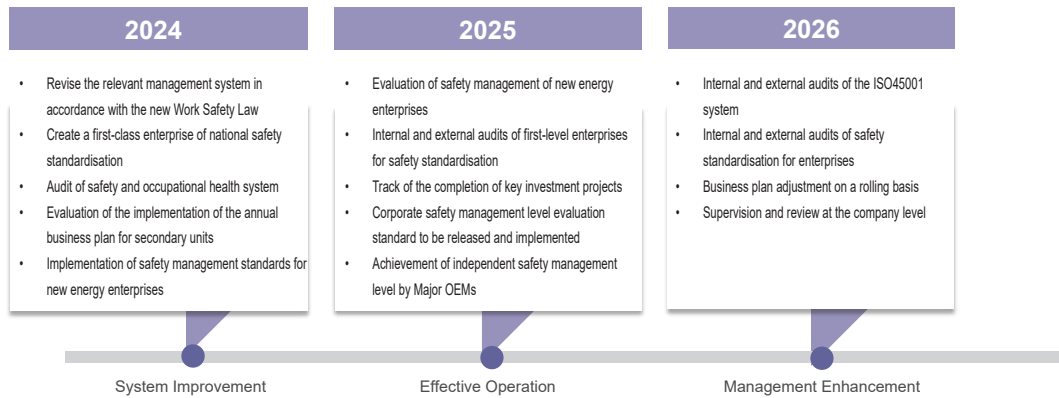
### Occupational health and safety objectives of Dongfeng Motor Group in 2023



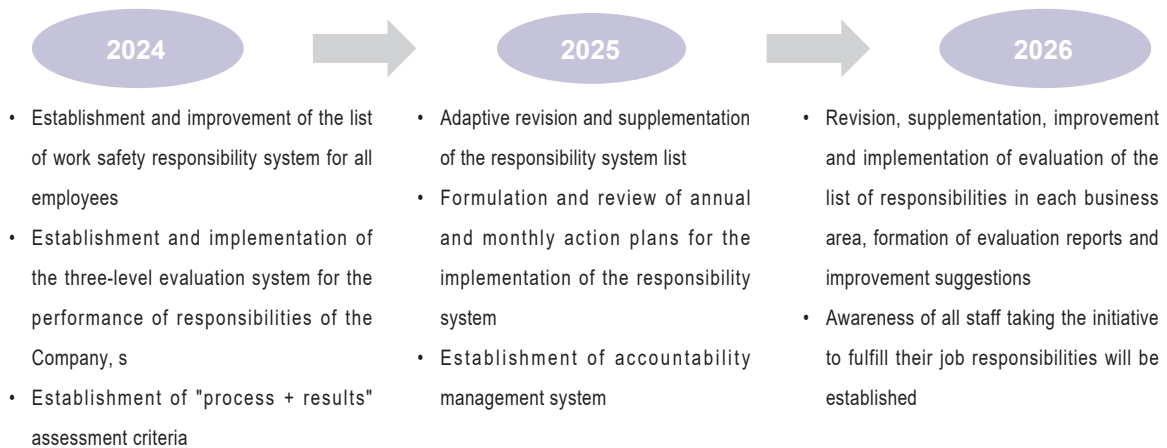
### Work Safety Management System of Dongfeng Motor Group

## Nurturing, Respecting and Caring Talents (Continued)

Dongfeng Motor Group resolutely implements the national strategic guidelines and strategic deployment on safety, takes the implementation of work safety responsibilities as the main line, continuously strengthens the ability to control and manage major safety risks, innovates management concepts, ideas, and methods, enhances prevention and pre-control capabilities, and adheres to a continuous and high-pressure safety management posture to ensure its continuous safety and stability.



### Dongfeng Motor Group's Main Measures for Setting up a Long-term Management Mechanism in 2024–2026

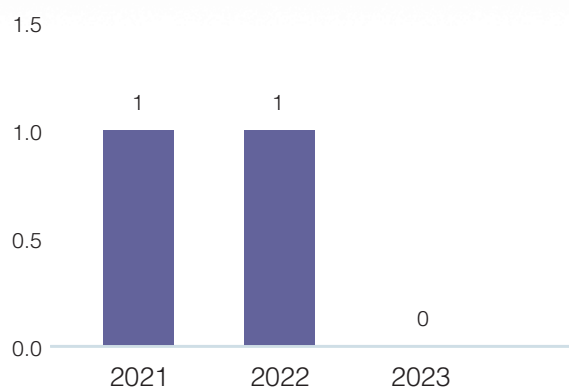


### Dongfeng Motor Group 2024–2026 Refinement of Main Measures of the Overall Responsibility System

## Nurturing, Respecting and Caring Talents (Continued)

During the Reporting Period, the Group had 0 work-related deaths and 0 work-related injuries, and the number of working days lost due to work injury was 0, achieving a continuous decline for three consecutive years.

### Work-related deaths in 2021–2023



Number of Work-related Deaths at Dongfeng Motor Group in 2021–2023

### ***Dongfeng Special Commercial Vehicle strengthens risk control and emergency management***

Dongfeng Special Commercial Vehicle follows the mechanism of “risk control before the formation of hidden hazards and elimination of hidden hazards before accidents”, carries out the identification of hazardous sources, re-identifies and evaluates them, and forms a four-level risk management and control model. The main person in charge of the Company led the team to carry out 6 safety inspections, found and rectified a total of 49 problems. 342 problems were reported in the Company’s daily inspection report, and all of them were completed and rectified. During the reporting period, the Company strengthened emergency management, prepared a new version of *Emergency Response Plan for Production Safety Accidents* in accordance with the latest requirements of *Guidelines for the Preparation of Emergency Response Plans for Production Safety Accidents* (GB/T 29639–2022), reviewed and released them and reported them to the local government departments for file-recording, set up 5 emergency protection teams with a total of more than 35 people, and organised and participated in emergency rescue drills at key locations to enhance the emergency rescue and relief capabilities.



## Nurturing, Respecting and Caring Talents (Continued)



**Evacuation of shift personnel taking a rest at garden**



**Rescue of the injured**



**Cofferdam Construction**



**Arrangement of warning belts, personnel on duty**



**Transfer of trapped vehicles**



**The team gathered for making comments and summing up after an emergency response**

**2023 Flood Control Emergency and Landslide Emergency Evacuation Drills by Dongfeng Special Commercial Vehicle**

## Nurturing, Respecting and Caring Talents (Continued)

### ***Occupational safety rectification by Dongfeng Liuzhou Motor***

During the Reporting Period, Dongfeng Liuzhou Motor established the *Procedures for Management of Dangerous Sources*, which clarifies the management processes of identification of dangerous sources, risk classification and formulation of risk management and control measures, etc. Meanwhile, Dongfeng Liuzhou Motor carried out hazard source identification and risk evaluation, focusing on supplementing 678 hazard sources related to new fields, new techniques, and new operation processes such as the manufacturing of new energy automobiles, with a total of 9,020 hazard sources identified. For the first and second-level risks, Dongfeng Liuzhou Motor implements hierarchical management and control, and personnel at all levels conduct regular inspections to ensure the effective control of such risks. In addition, the Company has developed the *Investigation and Governance System for Hidden Hazards*, which defines the methods and contents of hidden hazard investigation for managers at all levels and job operators. The Company has formulated a positive and negative incentive mechanism for hidden hazard investigation to encourage employees to actively participate. In 2023, a total of 3,278 hidden dangers were investigated and identified, with no major accidental hidden dangers occurring, a 100% rectification rate of hidden dangers, and a cumulative reward of RMB6,820 and a fine of RMB5,760 was recorded throughout the year.



**Dongfeng Liuzhou Leaders Led a Team to Conduct a Safety Inspection**

The Company has also established the mechanism of *Emergency Preparedness and Response*, which clarifies the emergency preparedness and response process for potential safety accidents or possible emergencies in the process of occupational health and safety production. Based on the results of the Company's risk evaluation of work safety accidents, it has formulated an emergency response plan for work safety accidents, which includes 1 comprehensive plan, 3 special plans, and 19 on-site disposal plans, covering fire, acute poisoning, poisoning and asphyxiation in limited space operation, personal injury, lifting injury and other accident disposal plans. The plan includes 1 comprehensive plan, 3 special plans and 19 on-site disposal plans, covering fire, acute poisoning, asphyxiation in limited space operation, personal injury, lifting injury, etc. In 2023, a total of 126 drills were carried out, with more than 3,000 people participating in such drills, through which the employees' awareness of emergency response and on-site rescue and disposal ability were effectively improved.

## Nurturing, Respecting and Caring Talents (Continued)



**High-rise Building Fire Drill**



**Drill on Poisoning and Asphyxiation in Limited Space**

In order to provide a healthy operating environment, the Company took occupational health and independent safety management and special noise management and control as the main line of work throughout the year, paid close attention to the source management, and lowered noise hazards in the operation area, reduced the risk of occupational diseases through two-pronged management and technical transformation measures. In 2023, for the noise improvement project, the Company carried out source treatment through the installation of automatic loading and unloading devices, a laser cutting process to replace the existing stamping process, and other ways, with a total of 4 technical transformation projects, a total of 9 points of noise exceeding the standard, a total investment of RMB1.87 million in technical transformation, and the noise monitoring compliance rate increased to 77.3%. The technology introduction and transformation project strictly implemented the Company's "three simultaneous" management system and controlled the noise sources from the source, achieving a 100% occupational health acceptance pass rate. We also carry out monthly inspections on the wearing of hearing protectors by employees and maintain the compliance rate of wearing labour protection products above 97%. Combined with the Company's skill improvement requirements, we have set up a job rotation mechanism to reduce the average daily exposure time of a single person in heavy/extremely heavy noise positions, and implemented job rotation for a total of 65 people, with a job rotation completion rate of 100%.

## Nurturing, Respecting and Caring Talents (Continued)



**Cutting Noise Reduction Transformation Project of Dongfeng Liuzhou Motor**

### ***Dongfeng Commercial Vehicle improves occupational safety protection in an all-round way***

To ensure occupational health and safety, during the Reporting Period, Dongfeng Commercial Vehicle adopted a series of measures and established corresponding implementation and monitoring methods to enhance occupational safety protection in all aspects.

## Nurturing, Respecting and Caring Talents (Continued)

### On-site assessment and improvement of hazardous chemicals

- A total of 811 operational documents, operating procedures and emergency response plans were revised
- 51 special fireproof and explosion-proof cabinets and 212 special file racks for standard operations were added, and 51 model demonstration sites for the storage of hazardous chemicals in factories were built

### Fire detection and assessment

- Complete the detection of 19 major categories of fire equipment and facilities, and related maintenance and repair as well, with 100 per cent of fire equipment and facilities up to standard
- Evaluate three major aspects of buildings, fire facilities and fire safety management, improve fire management measures, and enhance the management level

### Special traffic rectification

- Carry out special rectification of traffic safety, inspect 49 traffic potential safety hazards of various types, and implement rectification for all of them
- Propose and implement improvement plans for the separation of people and vehicles and traffic safety management in vehicle factories, forging plants, Dongfeng Suizhou Special Vehicle Co., Ltd. and logistics companies

### Disaster prevention and mitigation

- Convene a flood control meeting, make special arrangements for flood prevention and disaster relief work, and inspect 40 key areas of the Company's flood control
- Strengthen the sending of daily early-warnings, follow up on meteorological information, and implement the arrangement of personnel on duty during the flood season and risk daily report
- Improve flood prevention and emergency response capabilities by fully providing flood prevention materials and conducting emergency drills

### Improvement of safety management level

- Conduct quarterly safety management evaluations to improve on-site safety status
- The average score was increased from 86.2 points to 86.5 in 2023; 484 problems were identified and treated on site, all of which have been rectified

**Dongfeng Commercial Vehicle Improves Occupational Safety Protection in an All-round Way**

## Nurturing, Respecting and Caring Talents (Continued)

### 3.5 Contributing to Rural Revitalisation

Faced with the new situation and needs of rural revitalisation, Dongfeng Motor Group has taken the initiative to fulfil its social responsibility, actively participated in community construction, carried out public welfare teaching, and helped underdeveloped regions to provide funds and cultivate local talents to help achieve comprehensive rural revitalisation. In 2023, we carried out 27 tasks of counterpart support, with projects covering industrial revitalisation, talent revitalisation, cultural revitalisation, ecological revitalisation, organisational revitalisation, and other aspects, and constructed a consumption assistance system for the whole value chain. In 2023, Dongfeng Motor Group injected RMB84.63 million of consumption assistance in the designated assistance areas. Revolving around the “five revitalisations”, the Group scientifically consolidated the achievements of poverty alleviation and endeavoured to promote rural revitalisation.

#### Rural Revitalisation Project of Dongfeng Liuzhou Motor

Dongfeng Liuzhou Motor gives full play to its industrial advantages, explores the way of combining with the industrial upgrading of the region receiving assistance, takes the construction of industrial bases and consumer assistance as an important starting point in consolidating the achievements of poverty alleviation, and provides a strong impetus for rural revitalisation.

In 2023, Dongfeng Liuzhou Motor built a convenient pavilion and hardened part of the road for Daxin Village in Rongshui County. Ma Jiangjing, a helping cadre, introduced oil-tea tree and dry lotus root planting to Daxin Village to create a diversified industrial economy according to local conditions.

In 2023, the Group purchased mandarin oranges, agricultural and sideline products as the benefits of its Labour Union, and gloves as employees' labour insurance products in Mashan County, Rongshui County, and other assistance areas, accumulating a total of RMB2.48 million in purchasing and helping sell products.



Completion of the construction of main body of the Convenience Pavilion in Daxin village, Rongshui county



Preparing for ploughing at the oil-tea base in Daxin village, Rongshui county

## Nurturing, Respecting and Caring Talents (Continued)

### Consumption and Agricultural Assistance Project of VOYAH Motor

VOYAH Motor continues to revolutionise its working mode and actively promotes rural revitalisation. For two consecutive years since 2022, it has provided consumption assistance to Keping County, Xinjiang, and placed local agricultural consumer products as featured products of “VOYAH Selection” and put them on the shelves of the “VOYAH Motor APP” mall for sale. VOYAH Motor also customized and refreshed the product packaging with “VOYAH” elements through internal staff creativity, and actively promoted the sales of agricultural assistance materials while spreading the VOYAH Motor brand. Leveraging own advantageous communication platform, VOYAH Motor has actively promoted Keping County in Xinjiang, recommended local specialties through live broadcasts, combined the marketing of automobile products with the marketing of agricultural products, broadened the sales channels of agricultural products, increased the sales of agricultural products, and achieved a good social effect.



**Agricultural Products from Xinjiang Keping County Sold in the “VOYAH Motor APP” Mall**



**Consumption and Agricultural Assistance Project of VOYAH Motor**

## Nurturing, Respecting and Caring Talents (Continued)

### Dongfeng Liuzhou Motor Focuses on “Cultivation + Employment” Comprehensive Coverage, Helping Talent Revitalisation

In April 2023, with the term of the previous team member of Daxin Village, Rongshui County, a designated assistance village of Dongfeng Liuzhou Motor expired, in strict accordance with the procedure of job rotation and qualification requirements of the candidates, the Company selected and designated a new member to take over the task, and went to Daxin Village again to carry out the village-based assistance work. The leaders of the company have led teams to Mashan County, and Daxin Village, Rongshui County for multiple times to investigate the effectiveness of the work of the village-based cadres, understand the difficulties, and promote solutions. In December 2023, the Party branch of the company's Safety and Engineering Department and the Party branch of Mashan County Le'cun'tao E-commerce Co., Ltd. jointly carried out party construction, and the backbone of the Party branch took advantage of their professional strengths to carry out safety management lectures and on-site diagnostics and helped promote the revitalisation of rural talents.



A new team member based in Daxin village, Rongshui county



Leaders of Dongfeng Liuzhou Motor led a team to visit Daxin village, Rongshui county for conducting a survey



Party construction jointly carried out by Dongfeng Liuzhou Motor and Mashan County Le'cun'tao E-commerce Co., Ltd.



## Nurturing, Respecting and Caring Talents (Continued)

### Dongfeng Motor Group promotes the construction of rural customs and civilization and contributes to cultural revitalization

Dongfeng Motor Group adheres to the inheritance and development of excellent traditional rural culture, insists on promoting “exchanges, communication and integration” of ethnic groups, and promotes the construction of civilised rural customs, good family customs and simple folk style. During the Reporting Period, the Group invested RMB500,000 in Mashan County, Guangxi, to implement cultural activity rooms and stage projects to enrich the exchange of cultural activities among the masses and improve the cultural front; it invested RMB400,000 in Keping County, Xinjiang, to carry out a series of activities of cultural embellishment Xinjiang, and organise the county’s cultural troupe and youth classes to carry out activities in the form of cultural thanksgiving and aid to Xinjiang and the education of ethnic unity so as to promote the construction of harmonious villages. Dongfeng Motor Group held the “Dongfeng Cup” seven-a-side football tournament in Yusitunkashi Aireke Village, Gaizili Town, to create a good social atmosphere of “I exercise, I am healthy”.

### Dongfeng Honda’s “Amenity: Blue Sky” Forest Planting Project helps ecological revitalisation

In March 2023, the launching ceremony of Dongfeng Honda’s “Amenity: Blue Sky” Forest Planting Project and the forest planting activity of Jiangjun Mountain Carbon Neutrality Forest were successfully held, successfully unveiling Dongfeng Honda’s high-quality practice of the dual carbon strategy and comprehensive acceleration of electrification transformation.

“Amenity: Blue Sky” Forest Planting Project is the first carbon neutrality strategic environmental protection project initiated by a car company in Central China. Dongfeng Honda will invest RMB5.4 million in the next five years to plant a carbon-neutral, forest of more than 1,100 mu in Jiangjun Mountain, which will be designed, planted and maintained by a professional third party, with tea-oil trees, sweetgums, and triadica sebifera as the main tree species planted. On this basis, all the economic income generated from the forest land in the later stage will be owned by the local village collectives, so as to contribute to the cause of local rural revitalisation. Dongfeng Honda strives to create a new carbon-neutral forest project operation model with the participation of the government, society, enterprises, and the public, taking into account industrial development and resource protection with demonstration effect.

“Amenity: Blue Sky” Forest Planting Project demonstrates that while pursuing economic benefits, the company actively fulfils its environmental protection responsibilities and promotes the goal of carbon neutrality. The project not only helps to improve the ecological environment but also promotes local economic development and rural revitalisation, achieving a multi-win situation for society, economy, and environment.



Campaign of “Amenity: Blue Sky” Forest Planting Project

## Nurturing, Respecting and Caring Talents (Continued)

### 3.6 Dedicated to Public Welfare

With the strategic vision of being “committed to becoming a sustainable and prominent motor enterprise”, Dongfeng Motor Group adheres to the concept of “responsibility integration and harmonious sharing” for fulfilling its responsibilities, practices the responsibility value of “integrity, innovation, empowerment and goodness”, and continues to devote itself to public welfare. The Company integrates the spirit of public welfare into corporate culture, continues to carry out social responsibility activities, and encourages every Dongfeng employee to participate in various public welfare and voluntary activities. In accordance with the “three-step” deployment of the “Nurturing” Plan 3.0, Dongfeng Motor Group will focus on 3 actions and 12 social responsibility practice issues under this practice system. These include the “Runfeng Action” to add new vitality to the national economy and people’s livelihood and share common prosperity, the “Runxing Action” to grow and develop with the industrial economy, and the “Runmei Action” to develop a beautiful and harmonious social environment, and identify the starting point to make efforts in disaster relief, rural revitalisation, public welfare education, volunteer service and other work, so as to achieve high-quality development and value enhancement of social responsibility work. During the Reporting Period, Dongfeng Motor Group made external donations of RMB130,741,900 in total.

In 2023, Dongfeng Motor Group’s social responsibility work reached the best level in history, and at the same time, Dongfeng Benevolence Foundation was awarded as a national “4A-level Social Organization”, achieving a milestone leap.

The Social Responsibility Development Index ranked among the top 100 state-owned enterprises:

**No. 5**

The Social Responsibility Development Index ranked among the top 300 Chinese enterprises:

**No. 7**

Total number of activities to fulfill responsibilities carried out throughout the year:

**93**

**Results of social responsibility work of Dongfeng Motor Group in 2023**

## Nurturing, Respecting and Caring Talents (Continued)

### Actively participate in disaster relief and bravely assume the responsibility of a central enterprise

In 2023, faced with two major natural disasters, namely the Beijing-Tianjin-Hebei floods and the earthquake in Linxia, Gansu, Dongfeng Motor Group responded swiftly with donations totaling RMB45 million to support the livelihood of the people in the disaster areas and the reconstruction work.

### Dongfeng Motor Group and its subsidiaries contributed to the Beijing-Tianjin-Hebei flood relief

After the Beijing-Tianjin-Hebei flood disaster happened, Dongfeng Motor Group immediately organised manpower and material resources to devote itself to rescue and disaster relief. Dongfeng Motor Group, together with its subsidiaries VOYAH Motor, Dongfeng Commercial Vehicle, Dongfeng Nissan, Dongfeng Honda, and Dongfeng Peugeot-Citroen Automobile, donated a total of RMB30 million to Beijing Charity Association, Tianjin Charity Association, and Hebei Charity Federation. At the same time, Dongfeng Peugeot-Citroen Automobile urgently allocated emergency supplies to solve the urgent needs of affected customers, paid door-to-door condolences to affected families and injured customers, and provided assistance for medical expenses through Peugeot-Citroen Mutual Aid Fund.

Through a series of measures such as organising rescue and making donations, the Group and its subsidiaries expressed their deep concern for the people affected by the disaster and demonstrated the Group's determination to actively fulfil its social responsibilities.



Participating in the rescue in Baoding, Hebei Province in 2023

## Nurturing, Respecting and Caring Talents (Continued)

### Earthquake relief by Dongfeng Motor Group in Linxia, Gansu

After the 6.2 magnitude earthquake occurred in Jiesshishan County, Linxia Prefecture, Gansu Province, the Company responded quickly and launched a series of earthquake relief actions. The Company donated a total of RMB15 million to Gansu Charity Federation and Qinghai Charity Federation, including RMB10 million in cash and 29 emergency vehicles worth RMB5 million. During 28-29 December, 2023, the Company completed the delivery of the first batch of 22 emergency vehicles, which were mainly used for the transport of disaster relief materials and post-disaster reconstruction.

The rapid response and actions of Dongfeng Motor Group have raised the public's attention to the earthquake-stricken areas and encouraged more people to participate in the earthquake relief and reconstruction work. By making concerted efforts to participate in earthquake relief, it has further enhanced its crisis management capabilities, and enhanced employee cohesion. Dongfeng Motor Group is committed to maintaining social stability, promoting the development of philanthropy, improving the emergency response capability of the whole society, and contributing to the enhancement of social cohesion.



Dongfeng Motor Group donated RMB10 million to the people in the disaster-stricken area



VOYAH Motor rushed to Gansu for providing assistance

## Nurturing, Respecting and Caring Talents (Continued)

### **Dongfeng Runmiao Action transmits selfless love**

Adopting the concept of “responsibility integration and harmonious sharing”, Dongfeng Benevolence Foundation pushes forward the implementation of social public welfare responsibilities, actively carries out poverty alleviation and assistance projects in aid of Xinjiang, Tibet, and Guangxi, and invests RMB10 million to build a special “Clothing, Food, Aid, Transportation, and Learning” public interest and education-backing project – “Dongfeng Runmiao Action”. It cares for the growth of children in poor areas and actively contributes to the development of education in poverty-stricken areas. At the same time, it actively supports the construction of disaster-stricken areas, sends warmth there, advocates civilised driving, and builds multiple projects with social value such as building a civilised and harmonious automobile society, which has gained the trust of all walks of life.

In 2023, through carrying out micro-philanthropy activities such as “Micro-wish”, “Sunshine Care Action”, “Happy Truck Care”, etc., the governing units of Dongfeng Benevolence Foundation enriched the forms and connotations of the “Dongfeng Runmiao Action”, and realised the all-around care of the “Clothing, Food, Housing, Transportation, and Learning” of such action.

### **“Walking with NI Children, Listening to Heavenly Melody” project launched by Dongfeng Nissan**

As a new project of “Walking with NI Children” Sunshine Care Action in 2023, the “Walking with NI Children, Listening to Heavenly Melody” project takes deaf children as the main service object and focuses on the interesting knowledge of the automobile industry, and develops a series of public welfare courses to make them feel the care and warmth of the society through interesting and caring activities. The “Walking with NI Children, Listening to Heavenly Melody” project will pay attention to every deaf child wholeheartedly and with love so that they can feel the warmth of the automotive industry and make our society more harmonious and better.



**“Walking with NI Children and Listening to Heavenly Melody” Sunshine Care Action**

## Nurturing, Respecting and Caring Talents (Continued)

### Dongfeng Liuzhou Motor donates funds to support schools, devoting to education with true love

In 2023, Dongfeng Liuzhou Motor gave scholarships and grants to 90 students with excellent academics but financial difficulties in Daxin Village, Rongshui County, and Dongfeng Liuzhou Hope Primary School in Mashan County. In the same year, the company's Youth League Committee went to schools in Rongshui County, Mashan County, and other poor areas nearby to launch the "Micro Wish" programme, helping children realize their wishes by organising donations, providing clothes and school supplies, and organising fun courses and gardening activities. This action won a banner presented by Dongfeng Liuzhou Motor Hope Primary School, which reads "Donating funds to support schools, devoting to education with true love", in recognition of the company's generosity and love. In July of the same year, Dongfeng Liuzhou Motor was awarded the 2021–2022 Rural Revitalisation Advanced Backing Unit Residing in Village and Providing Assistance by the Guangxi Zhuang Autonomous Region.



Mashan County Lixing Primary School carries out the activity of lighting up micro-wishes



Dongfeng Liuzhou Motor Hope Primary School presents a banner to show its gratitude



Dongfeng Liuzhou Motor was awarded the 2021–2022 Rural Revitalisation Advanced Backing Unit Residing in Village and Providing Assistance by Guangxi Zhuang Autonomous Region in 2023

## Nurturing, Respecting and Caring Talents (Continued)

### Dongfeng Commercial Vehicle Happy Truck Care Programme

From 14 to 20 August 2023, Dongfeng Commercial Vehicle's Happy Truck Care Team went to Liquan, Jingyang, Qianxian and Binxian Counties in Xianyang City, Shaanxi Province, and visited nearly 10 truck drivers' families and brought them care materials. By visiting the families of truck drivers and bringing them care materials, Dongfeng Commercial Vehicle pays attention not only to the working conditions of its employees but also to their living conditions and family needs. During the campaign, the team provided financial support to 23 children of truck drivers with outstanding performance, distributing "New Future", "New Hope" and "New Sailing" scholarships totaling RMB45,600 to help them embark on a new learning journey.

Dongfeng Commercial Vehicle supports social welfare and philanthropic undertakings through the establishment of the scholarship programme, which helps children obtain better educational opportunities, promotes their personal development, and motivates truck drivers it has hired to work better. Dongfeng Commercial Vehicle transmits positive energy into society, promotes fairness in education, integrates social responsibility into all aspects of its development, promotes social harmony and progress with practical actions, and makes a contribution to social welfare.



Dongfeng Commercial Vehicle Happy Truck Care Programme

## Growing with Industrial Economy, Forming Win-win Results

Dongfeng Motor Group has continued to promote the standardisation of supplier management, drove suppliers to jointly fulfil their responsibilities, strengthened interaction and cooperation with ecological partners, strengthened industrial chain synergy, and worked together to promote the development of the new energy industry and the technological progress of the industry. The Group delivers resources and value to the upstream and downstream of the industrial chain, builds an ecosystem of mutual empowerment, and works with partners to take the path of sustainable development.

### 4.1 Supply Chain Management

Dongfeng Motor Group attaches great importance to supply chain management and insists on creating a win-win situation and seeking common growth with partners. The Company relies on a sound supplier system to ensure product quality and supply stability. It continues to optimise its supply chain, focuses on enhancing the competitiveness of its partners, and jointly promotes the prosperity and sustainable development of both parties through resource sharing, to achieve a win-win situation.

During the Reporting Period, the Group cooperated with a total of 3,009 tier-1 suppliers of parts and components. The breakdown of suppliers by region is as follows:



**Distribution of parts suppliers of Dongfeng Motor Group**



## Growing with Industrial Economy, Forming Win-win Results (Continued)

### 4.1.1 Supplier Management System

Dongfeng Motor Group attaches importance to the construction of its supplier management system, implements strict standards and processes in key aspects such as supplier screening and access, hierarchical management, and performance evaluation, and continuously optimizes the architecture to improve the resilience of the supply chain. At the same time, the Group has improved its supplier quality management system through training and activities to create a high-quality and sustainable supply chain.

Strictly following the requirements of the *Contract Law of the People's Republic of China*, *Anti-Unfair Competition Law of the People's Republic of China*, and other relevant laws and regulations, the Group has established internally relevant systems such as the *Procurement Evaluation Criteria* and the *Measures for the Administration of Non-bidding Procurement*. The Group has set out clear requirements for supplier management in the system, and defined the processes of supplier sourcing, supplier qualification review, etc., to follow standardized procurement procedures in the procurement process. In addition, the Group continuously optimises the procurement mechanism, regulates the management of suppliers, and drives suppliers to perform their duties together.

#### ***VOYAH Motor has established and improved the supplier management system to create a green supply ecosystem***

VOYAH Motor has established a strategic supplier management mechanism. In order to improve the overall operation level of equal cooperation and win-win synergy between VOYAH Motor and its value chain partners, the company has carried out strategic and mutually beneficial actions with its value chain partners in such aspects as new technology development, stabilisation of product supply, and enhancement of brand linkage. VOYAH Motor has issued the *Measures for the Administration of Strategic Suppliers*, clarifying the rules of strategic supplier evaluation and selection, rights and obligations, interest standards, management methods and exit mechanisms of strategic suppliers, to carry out the management of strategic suppliers.

## Growing with Industrial Economy, Forming Win-win Results (Continued)

Supplier Access	Supply chain risk management	Supplier appraisal
<ul style="list-style-type: none"> <li>• VOYAH develops supplier access rules with reference to IATF 16949, ISO 9001, ISO 14001, OHSAS18001, or ISO45001, as well as local labor and environmental laws and regulations VOYAH will make a judgment on the qualifications of a supplier such as whether the supplier has a record of major violations of the law and whether it is included in the government's list of credit failures. In 2023, it completed the access of 103 suppliers. At the same time, VOYAH requires all new suppliers to enter into the <i>Compliance and Integrity Co-construction Agreement, and Safety and Environmental Protection Management Agreement, and other documents.</i></li> </ul>	<ul style="list-style-type: none"> <li>• In view of supply chain risks, VOYAH has formulated the Risk Supplier Management Measures for New Products and Parts and the Risk Management Measures for Mass Production Parts, identified supply chain risks promptly, and formulated risk elimination plans through the internal risk escalation mechanism. In view of the high-risk problems in the supply chain, VOYAH has established a CFT team promptly to solve the risk problems of suppliers and supervise the implementation of corrective measures by suppliers on-site</li> </ul>	<ul style="list-style-type: none"> <li>• VOYAH stipulates the improvement and handling measures for supply chain violations in the General Principles of Procurement, and stipulates in the Blacklist Administration System that suppliers who have violated the law and lost their credibility, have committed tax offences, or are operating abnormally are prohibited from entering the VOYAH Supplier System. VOYAH releases a list of blacklist suppliers and suppliers that VOYAH should pay close attention to every month, and the list is synchronized into the procurement management system, and abnormal suppliers are intelligently identified through the digital system, and the identified abnormal suppliers cannot participate in VOYAH's new projects</li> </ul>

### Supply chain management of VOYAH Motor

## Growing with Industrial Economy, Forming Win-win Results (Continued)

VOYAH Motor and its suppliers work together to focus on quality management, practice ESG requirements together, reduce environmental and social risks, and pursue the creation of a high-quality and sustainable supply chain.

### ***Completeness of quality standard system***

VOYAH Motor has established a comprehensive and complete quality standard system and obtained the evaluation of the standard advancement. It has issued the *Quality Manual*, which covers process documents such as the *Measures for Information Security Management of VOYAH Motor*, the *Measures for Data Security Management of VOYAH Motor*, *Improvement of Management Procedures*, and *Recall Handling Procedures*, etc., which are iteratively updated promptly in accordance with the requirements of laws and regulations, market regulatory requirements and changes in the company's business. In terms of enterprise standards, VOYAH Motor has compiled 21 quality standards such as *Automotive Product Safety Risk Assessment and Control Standards* and more than 1,800 other corporate technical standards related to product quality, so as to strengthen the overall product quality control. In November 2023, VOYAH Motor passed the evaluation of "Hubei Excellence" standard advancement in Hubei Province.

### ***Mature quality management system***

Based on the *Dongfeng Excellence Quality Evaluation System*, VOYAH Motor has carried out user-oriented system reconstruction and conducted eight rounds of special system training and coaching in the fields of manufacturing and purchasing, product management and R&D, etc. At the same time, the company has established excellent quality evaluation standards and evaluation implementation guidelines that are suitable for the operation of VOYAH Motor's system and formed a mature evaluation standard that is adapted to the quality of the enterprise's development.

VOYAH Motor has constructed a three-level evaluation and improvement mechanism of departmental self-assessment, internal audit at the company level, and group evaluation. In the three rounds of evaluation, a total of 752 improvement opportunities were identified, and 14 special topics were established, involving processes, technical evaluation, technical document management, project quality target planning, key control parts, and other key points of the system operation, so that the maturity of the quality system has been increased from 50% to 67%. In November 2023, VOYAH Motor passed the second supervisory review of the external audit of the quality management system and was awarded the ISO9001:2105 quality management system renewal certificate

## Growing with Industrial Economy, Forming Win-win Results (Continued)

### ***Dongfeng Liuzhou Motor implements medium and long-term system upgrading to promote continuous improvement of the supply chain***

Guided by the medium and long-term system upgrading plan, Dongfeng Liuzhou Motor conducts all-round inspections of new suppliers according to the annual system construction and quality, cost, research and development, and delivery (QCDD) requirements, including comprehensive consideration of enterprise qualifications, production capacity, quality management system, supply capability, and credibility, etc., and communicates with and gives feedbacks to suppliers based on the evaluation results to promote their continuous improvement and stable development.

#### **Access management**

- Introduce new suppliers through comprehensive quality, cost, development, and delivery (QCDD) evaluations;
- incorporate ESG factors such as the environment in the appraisal for supplier risk control

#### **Procurement management**

- Sign long-term contracts with suppliers to lock in the price of key materials to reduce the risk of price fluctuations;
- predict the price trend of key materials and adjust the procurement strategy through the analysis of market research data

#### **Compliance management**

- Conduct regular compliance assessments of key materials with suppliers to ensure compliance with national and regional laws and regulations, while avoiding reputational damage due to quality issues

#### **Key risk management**

- For key risks that are irreplaceable, continue to actively promote the docking synergy with the first-tier factories, while docking with domestic supply chain manufacturers to carry out material diversification and localisation.

#### **Supply chain management process**

## Growing with Industrial Economy, Forming Win-win Results (Continued)

### ***Dongfeng Parts and Components improves the management of supply chain links and guarantees supply chain security***

During the Reporting Period, Dongfeng Parts and Components continuously improved the management of supply chain links, and strengthened the performance management of suppliers, while carrying out annual risk inspection of key suppliers to ensure supply chain security.

#### Potential supplier management process

- Identify categories where new suppliers need to be introduced based on commodity sourcing strategy
- Find potential suppliers based on the supplier database of Dongfeng's various segments, employee recommendations, exhibition information, and other channels
- Conduct preliminary evaluation of potential suppliers according to the *Comprehensive Evaluation Form for Potential Suppliers*, complete *Comprehensive Financial Risk Assessment*, and categorise the suppliers that have passed the evaluation
- For suppliers classified as Class II, the *Supplier System Audit and Supplier Key Factors QCDD Audit Form* are issued on-site; for suppliers classified as Class I, the *Supplier Risk Evaluation* is also required

#### Supply chain risk identification and security assurance

- According to SFG-PUR-016 procurement process contingency plan, identifies all kinds of procurement and supply chain risks, and conducts annual drills to ensure that the contingency plan can be implemented
- Conduct annual risk screening of key suppliers through the third-party software, *Wind Sound Scanning System*, identify various types of risks of suppliers in advance and regularly visit suppliers' sites to assess the relevant risks

#### Performance management of qualified suppliers

- Conduct monthly performance evaluation, rectify the monthly evaluation of suppliers rated as D and E grades, and reduce the supply share of dual-source products; for the annual evaluation of A-grade suppliers, recommend new product targeting, and give exclusive source qualifications
- After the performance evaluation, the work review is carried out to ensure that the supplier improves the supply performance according to the company's requirements, and the company formulates the supplier process audit every year, conducts on-site review and guides the supplier to improve the quality according to the company's requirements

## Growing with Industrial Economy, Forming Win-win Results (Continued)

### 4.1.2 Building a Responsible Supply Chain

Dongfeng Motor Group actively transmits the concept of sustainable development to the entire supply chain to ensure the stability and green transformation of the supply chain, continuously improves the supply chain risk management mechanism, strictly implements standardised construction for suppliers, pays attention to the environmental and social risk assessment of suppliers, incorporates ESG factors into the entire process of supply chain management, promotes suppliers to use more environmentally friendly products and services, and achieves long-term sustainable development with suppliers.

#### ***Supplier anti-corruption and integrity management***

Dongfeng Motor Group implements strict anti-corruption and integrity management for its suppliers to ensure compliance, transparency, and fairness in the supply chain and maintain its corporate image and business ethics. Dongfeng Motor Group has specific anti-corruption requirements for its suppliers. The Group aims to create a clean, transparent, and fair business environment with its suppliers through these measures, and promote the healthy development of the entire industry.

**Compliance:** Suppliers must strictly comply with Chinese laws and regulations, including relevant provisions set out in the *Anti-Unfair Competition Law of the People's Republic of China* and the *Criminal Law of the People's Republic of China* on anti-corruption and integrity

**Ethical Conduct:** Suppliers shall demonstrate good business ethics and shall not engage in any form of corruption, fraud, or illegal activities

**Traceability of liability:** If a supplier's behaviour violates the requirements of anti-corruption and integrity, Dongfeng Motor Group should be able to trace and hold those responsible accountable, including taking legal action

#### Supplier anti-corruption and integrity management

**Training and communication:** Dongfeng Motor Group should provide anti-corruption training for suppliers on a regular basis to ensure that suppliers understand and comply with the relevant requirements of anti-corruption and integrity

**Supervision and audit:** Dongfeng Motor Group should establish the supervision and audit mechanism to conduct regular reviews of suppliers to ensure that their behaviours meet the requirements of anti-corruption and integrity

**Transparency:** Suppliers should maintain a high degree of transparency in their business activities, ensuring that all transactions and business activities are open and free from any hidden or undisclosed conflicts of interest

**Fair Trade:** Suppliers should follow the principle of fair trade in cooperation with Dongfeng Motor Group, and should not use any bribery, kickbacks or other improper means to influence procurement decisions

#### Supplier anti-corruption and integrity management of Dongfeng Motor Group

## Growing with Industrial Economy, Forming Win-win Results (Continued)

### ***Dongfeng Honda Parts integrates ESG concepts into supply chain management***

Dongfeng Honda Parts integrates ESG concepts into the supplier management process, incorporates environmental and social management requirements in key areas such as new supplier access, supplier cooperation selection, supplier cooperation transactions, supplier performance evaluation and performance improvement, promote suppliers to continuously improve their management level and build a responsible supply chain.

In response to the requirements of the Central Government's "eight-point frugality code" and to consolidate the achievements of the joint construction of integrity in the supply chain, the company sent the Initiative on Integrity and Compliance Co-construction to all the suppliers to prevent the occurrence of violations of laws and disciplines from the source and create a lawful and compliant atmosphere of clean and upright co-operation.

When selecting suppliers, the company mainly assesses alternative suppliers in five aspects: Q for quality, S for safety, D for delivery, C for cost and M for management. In addition to quality, cost and delivery, the company has increased its scrutiny of the safety environment and corporate governance of suppliers.

The company has established a monthly supplier evaluation mechanism to conduct monthly evaluation of major suppliers in three major aspects: delivery quality, market quality and arrival quality, and divides suppliers into three grades according to the final score: A, B and C

Communicate with suppliers in terms of legal compliance, regularly convene key suppliers to hold seminars, interpret relevant management regulations to suppliers, and discuss how to create a compliant, healthy and high-quality development of the business environment under the new situation, new tasks and new requirements to ensure stable and healthy advancement of various businesses

**Optimisation of the supplier management process of Dongfeng Honda Parts**

## Growing with Industrial Economy, Forming Win-win Results (Continued)

### ***Dongfeng Honda actively promotes a sustainable supply chain development***

During the Reporting Period, with the goal of building a sustainable supply chain, Dongfeng Honda issued the Supplier Partner Sustainability Guidelines, which define relevant standards in the areas of human rights, environment, compliance and information protection, and promoted the concept of sustainable development to suppliers at all levels. As of 2023, the company has promoted 300 suppliers to sign consent confirmation of the Supplier Partner Sustainability Guidelines, accelerating the realisation of the construction of a responsible supply chain.

#### **Supply chain environmental risk management**

**During the Reporting Period, Dongfeng Honda implemented green procurement to reduce carbon emissions in the supply chain**

- **Promote carbon management projects:**  
In 2023, Dongfeng Honda promoted suppliers with a 70% share of procurement volume to carry out corporate carbon management or energy management projects, and organised logistics suppliers to accelerate the replacement of high-pollution and high-emission vehicles
- **Import green procurement system:**  
In 2023, a total of 228 key suppliers imported the slim office, Dongfeng Honda green procurement system and disclosed GHG emissions reductions, resulting in a year-on-year decrease of 1.15% in emissions

**Dongfeng Honda insisted on building a green supply chain in 2023**



## Growing with Industrial Economy, Forming Win-win Results (Continued)

### 4.1.3 Empowering Suppliers

In 2023, Dongfeng Motor Group collaborated with its supplier partners to solve their difficulties, improve their capabilities, and create a sustainable supply chain through co-operation and co-construction in the areas of technology, quality, production, and cost, etc.

#### ***VOYAH Motor grows with suppliers and is committed to building a community of interests***

In 2023, VOYAH Motor established strategic co-operation with several supplier partners to strengthen long-term trust and win-win relationships and enhance mutual benefits. It has set up a supplier collaboration platform to reduce costs and increase efficiency through joint product design, quality improvement, cost optimisation and other efforts to enhance the comprehensive capabilities of suppliers.

#### **VOYAH Motor has established strategic partnerships with seven value chain partners**

- In 2023, VOYAH Motor established strategic partnerships with seven value chain partners to deepen the cooperative relationship and enhance cooperation stickiness through technical exchanges, joint meetings, high-level visits, joint exhibitions, and brand promotion interactions. The in-depth strategic cooperation between VOYAH and its partners in the value chain has improved the product safety and quality management system, and enhanced the independent and controllable ability of the new energy vehicle supply chain



#### **VOYAH Motor has built a supply chain collaboration platform**

- In 2023, VOYAH Motor built a supply chain collaboration platform, achieved a 100% online rate of the entire value chain business of "receiving, dispatching and storing" of parts and components, innovatively upgraded and transformed the three major functions of the supply chain system, and achieved a high degree of collaboration between production and manufacturing and parts manufacturers
- In the logistics link, through the adoption of the KIT mode of supply, VOYAH Motor has realised the precise supply of in-field logistics and drastically cut down the stock at the line, thus guaranteeing the stability of production and the precision of supply of parts and components



Supply chain management of VOYAH Motor

## Growing with Industrial Economy, Forming Win-win Results (Continued)

### ***VOYAH Motor helps suppliers improve their capabilities***

In 2023, VOYAH Motor identified 34 key suppliers with 39 manufacturing locations and carried out supplier quality capability improvement activities for them. Through on-site diagnosis, identification of risks, and special improvement, the issue rectification and closure rate reached 100%. VOYAH Motor has actively carried out characteristic personnel capability improvement activities, and organised internal and external special quality training on special characteristics, etc., covering different groups of people across the entire value chain, including company engineers, internal skilled personnel, and external suppliers.

#### **Special quality training**

- VOYAH organised internal and external special quality training on special characteristics for a total of 651 hours and 4,847 person-times.

#### **Key supplier assistance**

- VOYAH carried out 39 key supplier support and other special enhancement activities, of which 34 have significantly improved their quality performance, with their grades increased from C/D to A/B

#### **Master-apprentice pairing activities**

- The company collaborated with suppliers to actively carry out 50 "groups of mentoring and apprenticeship" activities to help new quality personnel grow rapidly

#### **Supplier capability enhancement of VOYAH Motor**

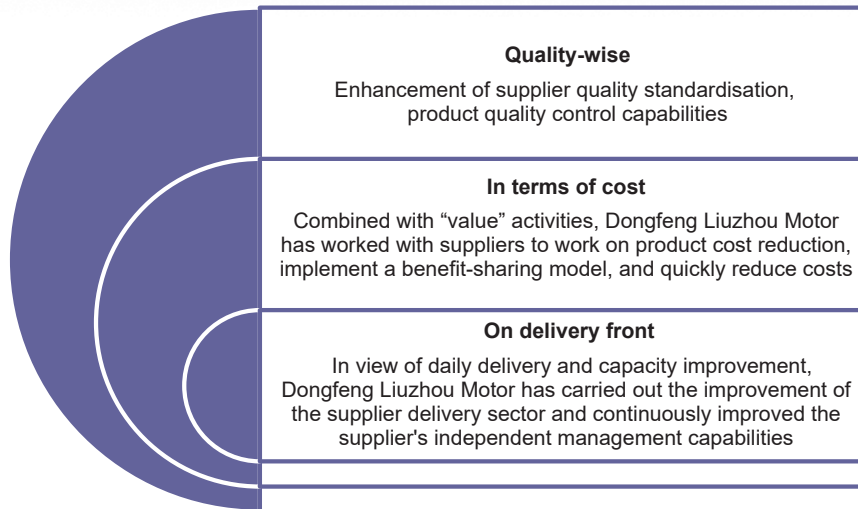
### ***Dongfeng Liuzhou Motor works hand in hand with suppliers to enhance their independent improvement capability***

During the Reporting Period, Dongfeng Liuzhou Motor evaluated its suppliers and carried out training work. By carrying out supplier monitoring and inspection work, it has continuously improved the level of suppliers, empowered suppliers with the help of training, and gradually built a green supply chain in the automotive industry.

## Growing with Industrial Economy, Forming Win-win Results (Continued)

### ***Supplier assistance carried out by Dongfeng Liuzhou Motor***

Taking into account the results of supplier performance evaluation, Dongfeng Liuzhou Motor organises and carries out supplier assistance, and collaborates with suppliers to enhance their independent improvement capability.



**Supplier assistance of Dongfeng Liuzhou Motor in three steps**

## Growing with Industrial Economy, Forming Win-win Results (Continued)

### ***Supervision and inspection of local suppliers by Dongfeng Liuzhou Motor***

Dongfeng Liuzhou Motor continuously carried out high-frequency monitoring activities for local suppliers in Liuzhou. The Company conducts strict audits on key processes and control plans of the supply chain, provides technical assistance to suppliers, and improves the overall level of suppliers. The company endeavours to carry out suppliers' on-site improvement and management enhancement, promotes suppliers' standard operation through many rounds of on-site training, monitoring, and guidance, and helps to improve their capabilities.

#### **Supplier quality training**

In 2023, Dongfeng Liuzhou Motor organised a total of 206 training sessions, with training contents including after-sales claims processing, new system operation, quality management, value activity process, and on-site product quality management.

#### **Supplier monitoring and inspection**

In 2023, the company carried out 236 quality, cost, R&D, and delivery (QCDD) supervisions and inspections, covering 18.89% of suppliers. Dongfeng Commercial Vehicle suppliers were audited 250 times and those of Dongfeng Passenger Vehicle 270 times.

#### **Special assistance for suppliers**

Through project development, mass production sampling, etc., the suppliers were evaluated, special assistance was implemented. The special assistance was carried out for 147 key suppliers.

#### **Local supplier management of Dongfeng Liuzhou Motor**

## Growing with Industrial Economy, Forming Win-win Results (Continued)

### 4.2 Propelling Industrial Development

The Group adheres to the basic concept of win-win co-operation and closely follows the development trend of the industry and explores new business opportunities through continuous communication and exchanges. We work closely with enterprises upstream and downstream of the industrial chain, partners in the same industry and major higher education institutions to jointly contribute new technologies and innovative thinking to the progress of the automotive industry.

#### 4.2.1 Industry Chain Co-operation

The Group has promoted the implementation of the “Rising Dongfeng” plan, implemented “Leap Forward Action” of scientific and technological innovation, adhered to the green energy and intelligent strategy as an important starting point accelerated the research of key core technologies in the two directions of advanced automotive power systems and intelligent vehicles strengthened cooperation with the industrial chain and improved the level of scientific and technological innovation.

#### Cooperating to cultivate outstanding talents in “Dongfeng Leap Forward Class”

Dongfeng Motor Group and the Wuhan University of Technology jointly launched the “Dongfeng Leap Forward Class” training programme for cultivating elite talent. The programme focuses on improving students’ practical and innovative abilities. Through deepening the integration of industry and education, science and education, and school-enterprise cooperation, both sides formulated talent cultivation schemes, developed curriculum resources, implemented the cultivation process and evaluated the quality of cultivation. Through this mode of cooperation, the Group aims to cultivate high-end elite talents in the field of artificial intelligence and new energy-intelligent networked vehicles.

The elite talent cultivation programme enables students to learn and grow in the actual working environment through immersive real-world, hands-on, and field teaching. This mode of education not only enhances the practical ability of students but also improves their innovative thinking, cultivating a group of high-end talents with practical experience and technological innovation ability for Dongfeng Motor Group and even the whole industry.



“Dongfeng Leap Forward Class” held in the enterprise

## Growing with Industrial Economy, Forming Win-win Results (Continued)

### Continuously cultivating “Five-Orientation” talents by relying on the scientific and innovation schoolroom

The Group carried out diversified training such as special training camps for five orientations, mobile classroom customised classes, and the Intelligent Network Link Algorithm Challenge, and constructed a team of professional lecturers for the scientific and innovative schoolroom relying on the expert team of Dongfeng Research & Development Centre. The Group joined hands with Huazhong University of Science and Technology and the Wuhan University of Technology to carry out the pilot reform of engineering master and doctoral degree cultivation, and cultivate talents in the key fields of artificial intelligence and new materials, thus helping cultivate “Five-Orientation” talents in the automotive industry. In addition, the Group has added three famous universities, namely the University of Science and Technology Beijing, Fudan University, and China University of Geosciences (Wuhan), and three key fields, namely semiconductor, intelligent energy, and advanced experiment and test.

Dongfeng Motor Group continues to send all kinds of scientific and technological talents to society and provides strong support for the scientific and technological progress and industrial development of the automotive industry. The Group is committed to becoming the cradle of scientific and technological talents in the automotive industry. Through our unremitting efforts, we will further help the Group achieve the strategic development goals of science and technology.



Kickoff of “Five-Orientation” special camps

## Growing with Industrial Economy, Forming Win-win Results (Continued)

### ***Government-enterprise collaborative S&T research projects***

In 2023, there were a total of 18 scientific and technological research projects in which the Group cooperated with the government, of which the Group took the lead in 10 key technological researches such as new energy technology research and industrialisation. The Group makes every effort to promote the process of technological research and development in order to realise the long-term goal of strengthening enterprises via science and technology and upgrading industries.

### **Co-operation project between the Group and CETC, a central SOE**

In June 2023, Dongfeng Technology Centre, China Electronics Technology Chip Technology Research Institute, and CETC Technology (Group) Co., Ltd. carried out technical cooperation with the theme of “assuming responsibilities of central SOEs and tackling chip issues together”. In November, the Group and CETC Chip Technology Co., Ltd. jointly held a special session of the Automotive Electronics Forum, in which technical experts from both sides discussed the innovation and development in the field of automotive electronics, and collaborated to push forward the cooperation projects on automotive chips.

This co-operation not only strengthens the technical exchanges between the two sides but also promotes innovation and development in the field of automotive electronics. The Group has continuously strengthened its external cooperative relations to enhance the Group’s influence and competitiveness in the field of automotive electronics technology. At the same time, it has enhanced its own R&D capability and technology level through cooperation to meet the market and consumer demands for high-performance and high-quality automotive products. The Group closely follows the global development trend of automobile technology, actively explores innovative technologies to the end, and makes positive contributions to the transformation and upgrading of China’s automobile industry.



**Technical cooperation meeting themed on  
“assuming responsibilities of central SOEs and tackling chip issues together”**

## Growing with Industrial Economy, Forming Win-win Results (Continued)

### ***Exchanges with trade associations***

During the Reporting Period, the Group continued to carry out special exchanges with industry institutions such as the China Association of Automobile Manufacturers (CAAM), the State Information Center (SIC) and CATARC, so as to gain forward-looking insights into the industry and support the implementation of its sustainable development strategy and business plan.

Exchange Time	Exchange Unit	Exchange Topic
February 2023	SIC	Future Market Trend Outlook of Automotive Industry
March 2023	CATARC	Analysis of New Energy Vehicle Industry and Policy Development Trends
April 2023	CICV	Intelligent R&D Strategies of Vehicle Enterprises, Intelligent Cockpit Market Insight and Consumer Demand, Intelligent Networked Vehicle Roadmap (Roadmap, Industry Chain, Relevant Policy Dynamics)
April 2023	SIC	Exchanges on 2023 Business Review and Industry Hot Topics
November 2023	Alliance of Central Enterprise Think Tanks	Learning and Exchange of Experience in Construction of New Think Tanks of Central Enterprises
December 2023	CAAM	Trend of Automobile Market, Automobile Market Forecasts (Including Export)
December 2023	SIC	Development trend of the industry in the next 3-5 years, forecast of the future automotive market (passenger, commercial, segmented market, export, etc.), competitive landscape of the future automotive market, profitability forecast of the new energy industry

---

#### **List of the Group's exchanges with industrial associations**



## Growing with Industrial Economy, Forming Win-win Results (Continued)

### Dongfeng Motor Group participates in the World Hydrogen Energy Conference

In May 2023, Dongfeng Motor Group presented its three hydrogen energy brands “Dongfeng Hydrogen Boat”, “Dongfeng Hydrogen Yuan” and “Dongfeng Hydrogen Core” as well as hydrogen energy technology solutions at the World Hydrogen Energy Conference. World Hydrogen Energy Conference. The World Hydrogen Energy Technology Conference and the World Hydrogen Energy Conference are known as the “twin stars” in the field of hydrogen energy. They are the world’s top-level hydrogen energy conferences regularly organised by the International Association for Hydrogen Energy in different countries every year. The Group’s products were highly praised by many academicians and experts at home and abroad, including Academician Ouyang Minggao, and Dr. Shi Jianpeng, Vice President of Dongfeng Research and Development Centre, shared in-depth views on Dongfeng’s “New Energy Leap Forward”.

The participation in the conference enhanced the brand influence of the Group, promoted exchanges with experts and enterprises in the global hydrogen energy industry, established potential technical and business partnerships, further promoted the application of hydrogen energy and the new energy transformation of the automobile industry, created a more favourable environment for the development of the hydrogen energy industry, and constructed a hydrogen ecology that empowers a better life.



Participation of Dongfeng Motor Group in the World Hydrogen Energy Conference

## Growing with Industrial Economy, Forming Win-win Results (Continued)

### *Industrial chain cooperation projects of the Group's subsidiaries*

#### **Tripartite strategic co-operation of Dongfeng motor trade**

In April 2023, at the signing ceremony of the tripartite strategic agreement among Rongqing Logistics, Dongfeng Commercial Vehicle & Linyi Dongmao Store, the three parties said that they would take this strategic cooperation as an opportunity to establish a good communication mechanism, give full play to their respective advantages, and actively explore cooperation modes to help the new development of intelligent logistics. Through data support, Rongqing Logistics empowers the development of Dongfeng Commercial Vehicle's intelligent driving business, and the cooperation with Linyi Dongmao Store promotes the construction of green, lean, and intelligent logistics, and pushes the logistics industry to improve the quality, increase the efficiency and reduce the cost.



**Signing ceremony of tripartite strategic agreement among Rongqing Logistics,  
Dongfeng Commercial Vehicle and Linyi Dongmao Store**

## Growing with Industrial Economy, Forming Win-win Results (Continued)

### 4.2.2 University-enterprise Cooperation

Dongfeng Motor Group advocates the establishment of a close cooperative relationship with universities. The Group and its subsidiaries, through continuous communication and exchange with major higher education institutions, work together to cultivate reserve talents for the R&D, testing, and trial production of the automobile industry, realise the sharing of advantages between universities and enterprises and the complementation of resources. We work with universities to cultivate talents and tackle key problems so as to empower the cultivation of talents and the transformation of enterprises and universities.

#### Dongfeng Liuzhou Motor deepens university-enterprise cooperation to help the coordinated development of the integration of industry and education

In 2023, Dongfeng Liuzhou Motor and Guangxi University of Science and Technology, Liuzhou Vocational College and other universities or colleges carried out order class talent cultivation campaigns, so as to cultivate reserve talents in R&D and experimental trial production. Through university-enterprise cooperation, focusing on mending shortcomings, they have established training schemes for building standards for four levels of major job sequences, namely equipment maintenance (intelligent manufacturing upgrading), painting sprayer (skill shortcoming), new energy vehicle fitter (new energy key shortcomings), team leader (manufacturing key), etc., to promote the improvement of personnel ability and the “Five-Orientation” transformation in the skill field.

By deepening university-enterprise cooperation, Dongfeng Liuzhou Motor has realised resource sharing and complementary advantages of both sides. This cooperation strengthens talent cultivation and scientific research cooperation, enhances the market influence of the enterprise, and promotes the synergistic development of education and industry. In addition, the model of university-enterprise cooperation promotes the benign growth of the regional economy, provides replicable development examples for other enterprises and educational institutions in the industry, and jointly promotes the overall progress of social economy.



The opening ceremony of the industry-education integration base between Dongfeng Liuzhou Motor and Liuzhou Vocational College

## Growing with Industrial Economy, Forming Win-win Results (Continued)

### ***Intelligent Power System has been cooperating with universities to complete relevant scientific research projects***

In recent years, Intelligent Power System Co., Ltd. has been cooperating with universities to complete the research and development of relevant scientific research projects and industrialisation construction. The company plans to continue to cooperate with universities to establish academician workstations and postdoctoral mobile stations. In addition, the company actively participates in standards organisations, associations and societies, etc., to enhance its industry status, obtain the latest information and resources, and promote technological innovation and business development.

No.	Co-operation Unit	Co-operation Agreement	Project Time Period
1	Hubei Institute of Automotive Industry	Strategic cooperation framework agreement	December 2019 to December 2029
2	Wuhan University	Co-operation agreement on co-construction of Innovative Electric Drive Joint Laboratory	June 2020 to June 2025
3	Wuhan University	Co-operation agreement on co-construction of a new generation of electronic and electrical architecture joint laboratory	June 2020 to June 2025

**Cooperation agreements signed by Intelligent Power System and universities**

## Growing with Industrial Economy, Forming Win-win Results (Continued)

### ***Zhengzhou Nissan has formed strategic cooperation with universities to promote scientific and technological innovation***

On the basis of introducing Nissan's advanced technology, Zhengzhou Nissan adheres to the strategy of digestion, absorption and re-innovation, independently develops Dongfeng-branded models, and greatly improves its independent research, and development level. In addition, the company regularly invites senior experts in the industry to provide more demand-oriented technical guidance and support for itself to carry out forward-looking and strategic research on new products and technologies. Zhengzhou Nissan has organised and established a post-doctoral workstation to tackle key automotive technologies and further enhance its scientific and technological innovation and R&D level.

#### **Strategic co-operation agreement on industry-education integration**

In 2021, Zhengzhou Nissan and the Henan University of Technology signed strategic cooperation agreement on industry-education integration

#### **Industry-academia-research co-operation framework**

In 2022, Zhengzhou Nissan strengthened the close industry-university-research cooperation relationship through establishing an industry-university-research cooperation framework with the Henan University of Technology and other institutions of higher learning

#### **Strategic cooperation agreement**

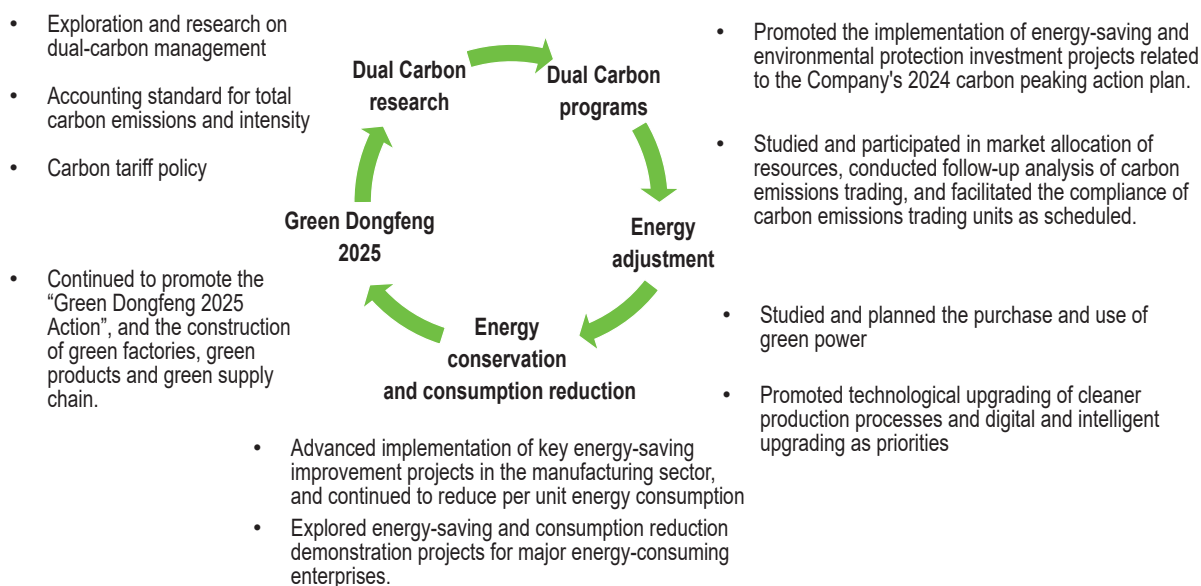
In 2023, through the signing of a strategic cooperation agreement with the Zhengzhou University, Zhengzhou Nissan will commission the development of research projects on the optimisation of the flow field structure of automotive engine compartments, the layout of heat dissipation modules and vibration damping.

**Strategic cooperation between Zhengzhou Nissan and higher universities**

## Low-carbon Transformation

Green development is vital for our future. As a responsible Chinese central state-owned enterprise, the Group adheres to the philosophy of green development and the tenet of “making cars in an energy-saving and environment-friendly fashion, and making energy-saving and environment-friendly cars”. We conscientiously fulfill our environmental responsibility, and work to build a sustainable green industrial model, to help keep the sky blue and the water clear.

In the 14th Five-year Plan period, we accelerate our transformation and upgrading, continue to build a green development model featuring harmonious coexistence between men, cars, and nature, and lead the automobile industry in green and environment-friendly development. During the Reporting Period, we earnestly implemented the national “dual carbon” strategy, and advanced the “Battle of Pollution Prevention and Control” and the “Green Dongfeng 2025 Action” in a coordinated manner with focal points and well-targeted steps, thereby realizing low-carbon emissions throughout the life cycle of the automobile industry.



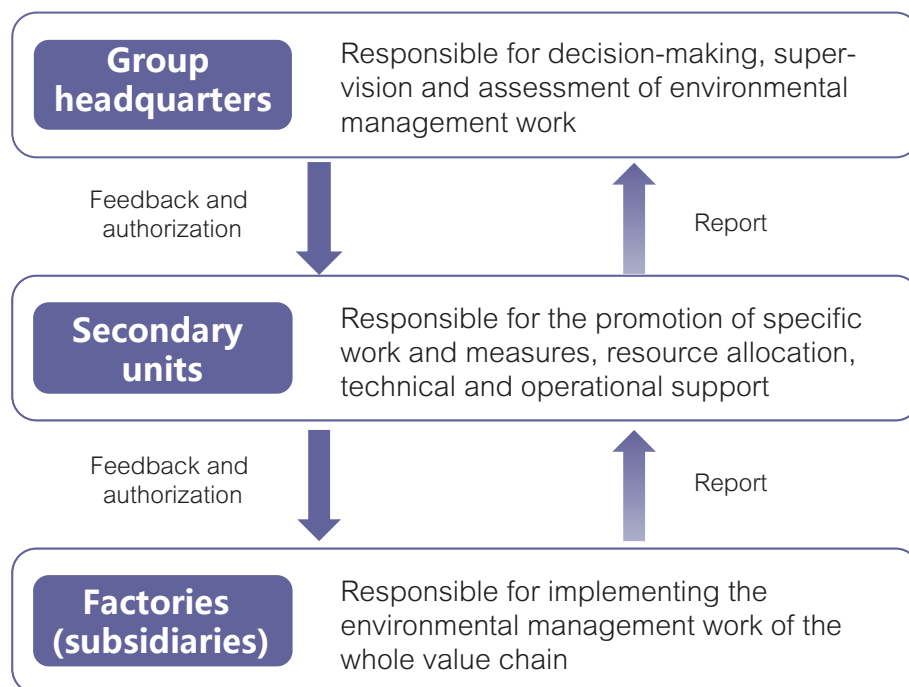
### “Dual Carbon” Actions of Dongfeng Motor Group

## Low-carbon Transformation (Continued)

### 5.1 Environmental Management System

The Group strictly abode 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 Evaluation of Environmental Effects and the Cleaner Production Promotion Law of the People's Republic of China, and has formulated and improved the Rules for Evaluation of Energy Saving and Environmental Protection Levels, the Measures for Supervision and Management of Energy Saving and Environmental Protection and other internal systems to guide the steady progress of environmental management efforts.

The Group has established an environmental management system, and advanced the construction and operation of the "5+1" management system (target assessment system, regulatory system, control system, monitoring system, business plan system and information exchange platform). Relying on the well-rounded and well-grounded environmental management system and platform, we continued to reinforce our top-level design and built a three-tier responsibility system for energy conservation and environmental protection that covered the Group headquarters, secondary units and subsidiaries (factories).



**The Group's Three-tier Responsibility System for Energy Conservation and Environmental Protection**

In 2023, the Group invested a total of RMB4,423,992,560,000 in environmental protection, and the percentage of ISO14001:2015-certified production units reached 97%, up 2% year-on-year. Meanwhile, with the support of our well-established environmental management mechanism, we did not record any environmental pollution accidents or major violations during the Reporting Period.

## Low-carbon Transformation (Continued)

### 5.2 Addressing Climate Change

In the context of global climate change, the Group has always adhered to its strategy of sustainable development and integrated environmental protection and green operations into all its business modes and scenarios. We comprehensively manage climate-related governance, strategies, risk management, targets, and indicators in accordance with the recommendations of the Task Force on Climate-Related Financial Disclosures (“TCFD39 Framework”).

#### **Climate change governance**

The Group’s Board of Directors has constantly promoted the top-level decision-making and governance of climate-related risks and opportunities, collaborated with the ESG Work Committee to jointly manage and supervise climate governance-related work, and regularly reviewed work progress. The ESG Work Groups make an overall arrangement for the routine management of climate-related risks and opportunities, coordinate and contact the responsible persons of all subsidiaries and business systems to implement and promote the relevant work, and regularly report the mitigation of climate-related risks and the acquisition of opportunities.

#### **Climate change strategy**

In order to actively address climate change, the Group has developed a road map for carbon peaking and carbon neutrality with the characteristics of Dongfeng, guided by Xi Jinping’s Thought on Ecological Civilisation in the New Era. We will rely on digital means to optimise energy management and continuously strengthen the application of energy-saving technologies and the transformation of clean and low-carbon processes. Additionally, while taking costs into account, we will compensate for the greenhouse gas (GHG) emissions during industrial production processes through carbon offset, actively procure green power and clean energy, and optimise the energy structure, and will make relentless efforts to reach carbon neutrality.

#### **Climate change risk management**

The Group actively identifies climate risks, analyses the physical and transitional risks brought by climate change during production and operations, alleviates the impact of climate change, and lays a solid foundation for the response and adaption to such change.



## Low-carbon Transformation (Continued)

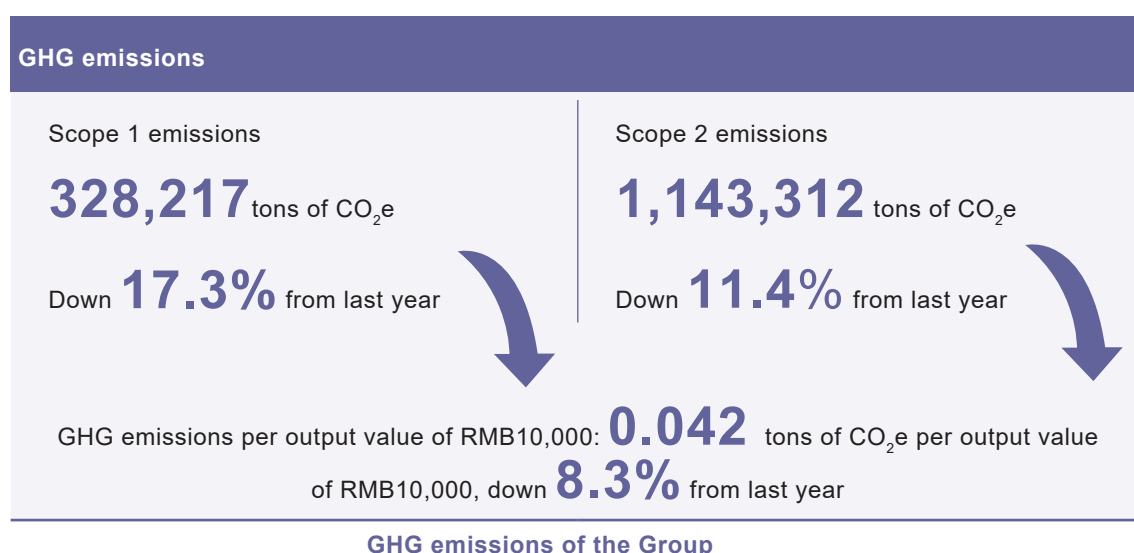
Risk type	Risk parameter	Countermeasure
Physical risk	Acute Extreme weather, such as typhoons, floods, droughts, and extreme high or low temperatures	<ul style="list-style-type: none"> <li>Closely monitor weather forecasts to ensure the safety of production personnel and make adequate preparation;</li> <li>Develop contingency plans to address the impact of unexpected weather on production;</li> </ul>
	Chronic Impacts such as changes in temperature and rainfall	<ul style="list-style-type: none"> <li>Conduct forward-looking risk identification and assessment of chronic climate risks and include them in production planning</li> </ul>
Transitional risk	Policies and laws Release of policies related to energy conservation and emission reduction Stricter reporting obligations and compliance requirements for emissions Changes in regulatory requirements and standards for the automotive industry	<ul style="list-style-type: none"> <li>Promptly understand and compliance with relevant regulatory laws and regulations;</li> <li>Take environmental factors into account during product development, design and production management;</li> <li>Continuously update and improve the standards for products and raw material procurement;</li> <li>Gradually explore new opportunities in carbon offset and elimination</li> </ul>
	Technology Transformation of low-carbon technologies Investment failure of new technologies	<ul style="list-style-type: none"> <li>Keep abreast of government incentives for low-carbon technologies;</li> <li>Continuously incorporate energy conservation and emission reduction into product design and R&amp;D;</li> <li>Reinforce project feasibility analysis to reduce risks of investment failure and unstable results</li> </ul>
	Market Increased customer demand for low-carbon products Increased raw material costs	<ul style="list-style-type: none"> <li>Perform in-depth market research, constantly monitor market dynamics, and gradually raise the R&amp;D investment and production of low-carbon products, such as new energy vehicles</li> <li>Proactively identify the trend of the raw material market, establish cooperation mechanisms with suppliers, mitigate supply chain risks, and improve supply-chain risk resistance</li> </ul>
	Reputation Customers' concern about enterprises' image in sustainable development Stakeholders' concern about negative news	<ul style="list-style-type: none"> <li>Gradually promote the low-carbon transformation of products to meet customer needs</li> <li>Pay more attention to disclosure requirements related to sustainability and climate change and optimise the external communication channels while ensuring compliance</li> <li>Continuously focus on and participate in international and domestic green activities, which are highly recognised or applicable, to raise competitiveness in the industry</li> </ul>

### Identification of Climate Change-related Risks

## Low-carbon Transformation (Continued)

### Climate change metrics and targets

In response to the national carbon peaking and neutrality strategy, the Group sticks to cleaner production, incorporates environmental concepts into production, and endeavors to promote the industry's transition to green and cleaner production modes. Taking an objective-oriented approach and systematic concerted, we set short-term environmental objectives for the 14<sup>th</sup> Five-year Plan period, and made concerted efforts to advance the “Green Dongfeng 2025 Action” and the “Green+Manufacturing” action with priorities and targeted steps, thereby overachieving the targets for 2023.



### GHG emissions management

The Group always responds positively to environment-friendly and carbon emission reduction initiatives, conscientiously implements the requirements of the Measures of the People's Republic of China for the Control of Greenhouse Gas Emissions, the Law of the People's Republic of China on Evaluation of Environmental Effects and the General Guideline of the Greenhouse Gas Emissions Accounting and Reporting for Industrial Enterprises, and strives to reduce direct impacts of our operations on the environment. We've entered into a strategic agreement with China Gas on a dual-carbon digital management platform, according to which China Gas will build an automotive carbon footprint platform for the Group and each of our automotive industry clusters, operate and promote the platforms, and provide our industry chain partners with carbon footprint measurement, carbon verification and emission reduction services based on a digital platform.

The Business Management Department is in charge of the Group's carbon emission work, and has a Division of Energy Conservation, Emission Reduction and Environmental Protection. During the Reporting Period, the Group formulated and improved the Measures for Supervision and Management of Energy Saving and Environmental Protection, and in accordance with the Measures, the invested companies reviewed GHG emission data on a regular basis, urged our suppliers to reduce carbon emissions, and actively explored carbon offsetting.

## Low-carbon Transformation (Continued)

### Dongfeng Passenger Vehicle carried out carbon verification

In conformity with the Notice on Doing a Good Job in the Management of Greenhouse Gas Emission Reporting of Enterprises in the Power Generation Industry in 2023–2025 (HBQHH [2023] No.43), the Interim Measures of Hubei Province on Carbon Emission Right Management and Carbon Trading (Provincial Government Decrees No. 371 and No.389), as well as the Notice on Work Relating to the China Carbon Emissions Trading Exchange in Hubei Province in 2023, Dongfeng Passenger Vehicle carried out statistical verification of the company's carbon emissions during 2019–2022, and prepared carbon emission monitoring plans, emission reports, and data quality audits to prepare for subsequent inclusion in carbon emission management.

Through the carbon verification, Dongfeng Passenger Vehicle obtained accurate carbon emission and carbon sink data, and based on the thorough and accurate assessment results, it developed more scientific and effective carbon management and emission reduction strategies to boost its carbon emission reduction work, facilitate the achievement of its environmental protection goals, reduce its GHG emissions, and promote its sustainable development.



Dongfeng Passenger Vehicle was conducting carbon verification

## Low-carbon Transformation (Continued)

### Dongfeng Honda managed carbon emission reduction of its suppliers

Dongfeng Honda actively organized logistics suppliers to collect and audit logistics carbon emission data, and controlled suppliers' GHG emissions through the supplier's environmental data management platform. It required the suppliers to report their annual sales amount, GHG emissions, and emission reduction plans.

During the Reporting Period, Dongfeng Honda urged suppliers that accounted for 70% of its procurement to carry out corporate carbon management or energy management programs and to disclose their GHG emission reductions. By the end of 2023, 228 key suppliers were included in the slim office green procurement system and uploaded annual GHG emissions data, which fell by 1.15% in 2023 as compared to 2022.

In addition, Dongfeng Honda continued to increase the proportion of vehicles up to China V and China VI emission standards, accelerated the replacement of high-pollution and high-emission vehicles, and actively optimised the water and railway logistics network to reduce the overall carbon emissions in the logistics sector.

## Low-carbon Transformation (Continued)

### Dongfeng Honda Engine won the title “Outstanding Contribution Enterprise in Pollution Reduction and Carbon Reduction in Guangdong Province”

In order to implement the concept of green development, Dongfeng Honda Engine actively responded to the “Made in China 2025” and the “Green Dongfeng 2025 Action”, summed up its work in pollution and carbon reduction in the past five years, and applied for “Outstanding Contribution Enterprise in Pollution Reduction and Carbon Reduction in Guangdong Province” with focus on organizational structure of pollution and carbon reduction, equipment and facilities, product life cycle (carbon footprint) evaluation, pollution and carbon reduction effectiveness, and project innovation management.

The company set up an energy-saving and environmental protection management committee, set the key environmental objectives, and realized a breakdown of responsibilities through the energy-saving and environmental protection responsibility agreement. The company met all energy-saving targets and requirements of the government and shareholders. In the meantime, it adopted energy-saving and environment-friendly technologies, and implemented pollution and carbon reduction projects, such as renovation of dust removal and deodorisation system, upgrading of workshop oil mist collection system, renewal of new intelligent melting furnace, and renewal of T5 heat treatment furnace, which generated remarkable effects in pollution reduction, energy conservation, and carbon reduction.

With the achievements in pollution and carbon reduction, the company was awarded the title “Outstanding Contribution Enterprise in Pollution Reduction and Carbon Reduction in Guangdong Province”.



Award certificate to Dongfeng Honda Engine

## Low-carbon Transformation (Continued)

While reducing carbon emissions, the Group also explored possibilities of increasing carbon sinks, and offset its GHG emissions by purchasing forest carbon sinks and planting trees.

### Dongfeng Honda “Amenity: Blue Sky” carbon neutrality project

On March 12, 2023, Dongfeng Honda “Amenity: Blue Sky” tree-planting project was launched, unveiling the company’s efforts to practice dual carbon strategy with a high quality and accelerate electrification.

The “Amenity: Blue Sky” tree-planting project was the first carbon neutrality project initiated by an automaker in Central China. In the next five years, Dongfeng Honda would invest RMB5.4 million to plant 1,100+ mu of carbon-neutral forest, mainly tea-oil trees, sweetgums, and Chinese tallow trees, on Jiangjun Mountain, and a professional third party would be engaged for the design, planting and conservation. All economic gains from the forests will go to local village collectives to support rural revitalisation. The project is expected to form a new carbon-neutral forest model that engages multiple stakeholders, including government, the social community, enterprises and the public, promotes industrial development and resource protection, and have demonstration effects.

On July 12, 2023, the 11th National Low-Carbon Day, Dongfeng Honda “Amenity: Blue Sky” carbon neutrality project was selected as a green and low-carbon typical case of Wuhan in 2023.



Tree-planting activity



Government commendation

## Low-carbon Transformation (Continued)

### 5.3 Energy Management

In compliance with the Energy Law of the People's Republic of China and Law of the People's Republic of China on Energy Conservation and other applicable laws and regulations, the Group continues to implement the Energy Management Measures and other internal systems, and works to enhance governance in energy conservation and emission reduction. During the Reporting Period, we encouraged our subsidiaries and secondary units to improve their energy management system, reinforce digital management of energy, and promote transition to cleaner and more efficient use of energy

#### Dongfeng Honda Engine completed the construction of its ISO50001 system

In response to the “dual carbon” strategy and the requirements of shareholders and the company's business plans, Dongfeng Honda Engine launched its introduction and construction of energy management system (ISO50001:2018). It completed the preparation of procedures, staff awareness training, internal audit and two stages of external audit, and successfully passed GB/T 23331-2020 / ISO 50001:2018 energy management system certification. In December 2023, it received the national standard certificate.

Dongfeng Honda Engine has established an effective energy management system by setting up complete standards and norms. It continues to optimise the energy management measures to achieve the company's energy management policy and commitment, and works to attain pre-set targets for energy consumption and usage, improve energy efficiency and further reduce costs. Meanwhile, it strives to minimise the impact of its operations on the environment and promote its sustainable development.



Dongfeng Honda Engine's energy management system certificate

## Low-carbon Transformation (Continued)

### Digital energy management

The Group analyses energy consumption data on a digital management platform and adopts reasonable and feasible technical and management measures, to achieve intelligent and organised use of electricity. Meanwhile, the Group and its invested enterprises make full use of digital platforms to monitor and manage the use of energy, especially electricity. We analysed the peak hours of electricity consumption and the operational efficiency of factories to optimise the electricity consumption during non-production hours and non-production workdays, adopted a peak load shifting strategy to optimise the electricity consumption structure and the configuration of voltage regulators, and implemented closure and reduction of capacity, thereby increasing energy use efficiency by digital means.

### Dongfeng Commercial Vehicle enhanced digital and intelligent management of energy

To address the issue of rising energy prices in the Reporting Period, Dongfeng Commercial Vehicle actively studied how to save energy and reduce cost. It introduced a digital energy management system into the manufacturing process, and realized real-time monitoring of the energy consumption system, management of everyday energy consumption, energy consumption analysis and management of key equipment through refined management of various energy consumption.

The system ran smoothly in 2023. It has met the compliance requirements of the provincial institute of metrology for online monitoring of energy consumption data of key energy-consuming units. In addition, the company displayed the system's analysis results to help relevant departments develop evaluation and energy consumption management systems, thereby improving digital and intelligent energy management.



Energy Management System of Dongfeng Commercial Vehicle



## Low-carbon Transformation (Continued)

### **Transition to clean energy**

The use of renewable energy has become one of the foundations of the Group's sustainable business development. We work to change our energy structure by shifting electricity to clean energy sources. First, we increase the procurement of green power. For example, in December 2023, Zhengzhou Nissan bought 425,000 kWh of green power through market-based electricity trading, equivalent to a carbon reduction of 304 tons; Dongfeng Motor Group procured 30,782,400 kWh of green power in 2023, equivalent to a carbon reduction of 16,225.4 tons, in which 20.75 million kWh has received the Green Electricity Certificate, and over-fulfilled the annual targets.

We also invest in the development and construction of PV power generation systems to accelerate the transition to green energy sources. During the Reporting Period, 14 units of the Group, such as Dongfeng Parts and Components, M-Hero and Dongfeng Liuzhou Motor, built and operated PV power generation projects and consumed renewable energy for efficient and complementary use of multiple energy sources.

## Low-carbon Transformation (Continued)

### Construction of PV projects

- The R&D Institute park dual-carbon project—V2G zero-carbon super-terminal was put into service. With a self-developed energy management and control technology, the project realises efficient coordination of PV power generation, storage, charging and discharging, the minimum reliance on upstream power grid is only 0.1MW, and the operation is close to zero-carbon, thereby greatly improving energy use efficiency. It has remarkable energy saving and carbon reduction effects, reducing electricity bill for the park by ≥RMB140,000 per year. It also reduces carbon emission by ≥100 tons a year. Energy storage and V2G peak load shifting could cut electricity bills by ≥RMB70,000 per year.
- In cooperation with the State Grid, M-Hero built around 40,000 m<sup>2</sup> of rooftop/ carport PV systems with a generation capacity of 6.2MW in 2023, which were put into use in August 2023.
- In August 2023, to address the low consumption rate of existing PV power generation system, Dongfeng Honda Parts worked together with China Southern Power Grid to connect the surplus solar power to air compressors, sewage stations and other equipment that runs for a long time to enhance PV consumption rate.
- Dongfeng Parts and Components adopts contractual energy management mode and adheres to the principle of “self-generated and self-used, surplus electricity connected to the grid”. In 2023, eight units including the company’s intelligent equipment industrial park, Dongfeng Die Casting, Dongfeng Thomson, Dongfeng Yanfeng, and Dongfeng Mahle built and operated PV projects with an installed capacity of 32MW, which generated more than 25 million kWh and consumed 1,830 kWh of renewable energy, realizing efficient and complementary use of multiple energy sources.
- Dongfeng Passenger Vehicle installed 7.25MW distributed PV rooftop and 7.2MW PV carports, which was a benchmark project in Wuhan’s green energy development. The project will provide about 14.5 million kWh of clean electricity to Dongfeng Passenger Vehicle, saving about 13,050 tons of carbon emissions, every year.
- The 28.49MW second phase of Dongfeng Liuzhou Motor’s distributed PV power generation project was built and put into operation at the end of July 2023. During January-December 2023, the PV project generated 42,824,900 kWh of electricity, reducing CO<sub>2</sub> emission by about 22,600 tons and increasing the percentage of clean energy to 40%.
- The 18.816MW first phase of VOYAH’s PV power generation project generated 23.7 million kWh of electricity the whole year, reducing CO<sub>2</sub> emission by 13,770 tons/year and increasing the percentage of non-fossil energy consumption to around 20%. The second phase is under construction, with an area of 70,000 m<sup>2</sup>, and is expected to generate 9 million kWh of electricity every year.

### Examples of the Group’s PV projects

## Low-carbon Transformation (Continued)

### Energy efficiency

The Group continuously promotes the green manufacturing system, focuses on the improvement of key energy-using processes and equipment, ensures that constant achievements in energy conservation, strives to achieve efficient use of energy, and creates green factories.

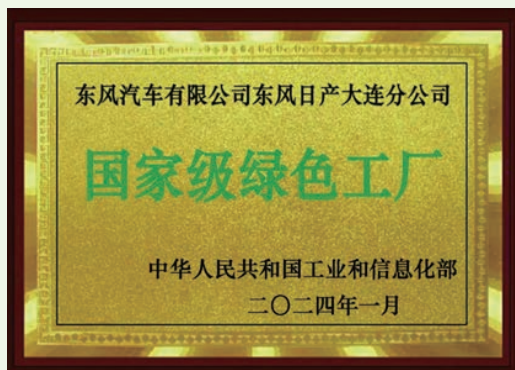
### Dongfeng Nissan's Dalian Factory received the honorary title "State-level Green Factory"

Dongfeng Nissan's Dalian factory upholds the philosophy of "green development" and promotes green and sustainable development across the value chain of auto manufacturing. As early as December 2020, it was awarded the title "Green Factory of Liaoning Province" by the Department of Industry and Information Technology of Liaoning Province.

To promote the transition to a low-carbon energy structure and emission reduction, the Dalian factory continuously upgrades its energy structure and purchases clean nuclear energy. In 2023, it built a 14.3MW distributed PV power station and put it into operation, cutting annual CO<sub>2</sub> emission by 13,300 tons. It also planned to build a 9.6MW second phase to advance low-carbon auto manufacturing.

In terms of resource recycling, the factory has implemented advanced treatment of wastewater up to the standards for the reuse of reclaimed water, and achieves a reclaimed water utilisation rate of more than 82%. It also reinforces the use of industrial solid waste as resource and realizes a utilisation rate of over 97%. Ever year on March 12, the Tree-planting Day, the factory would organize a tree-planting activity to make the factory like a garden.

Dongfeng Nissan is committed to green manufacturing and energy efficiency enhancement. Its Dalian factory received the title "State-level Green Factory" in January 2024. Energy conservation comes first in the green and low-carbon development philosophy. The company encourages energy-saving and low-carbon production, incorporates the concept of environmental protection into every aspect of its production and operation, and makes green and environment-friendly development its underlying values, to contribute to the Group's green and sustainable development.



State-level Green Factory for Dongfeng Nissan's Dalian Factory



Panoramic picture of Dalian factory

## Low-carbon Transformation (Continued)

### Dongfeng Commercial Vehicle phased out energy-intensive electromechanical equipment

Dongfeng Commercial Vehicle conducted a review of its energy-intensive and outdated electromechanical equipment according to the catalogue of energy-intensive and outdated electromechanical equipment issued by the Ministry of Industry and Information Technology. To date, all of the 6,422 energy-intensive electromechanical equipment in the factory have been upgraded and phased out, thus eliminating the compliance risk associated with the use of energy-intensive and outdated electromechanical equipment.

To enhance its energy management level, Dongfeng Commercial Vehicle eliminates outdated electromechanical equipment to reduce energy consumption, and optimises its energy management methods to promote the efficient use of energy. In 2023, it invested in six energy-saving technologies with a total amount of RMB2.34 million, which resulted in annual energy-saving benefits of RMB860,000, reduced energy consumption by 139 tons of standard coal equivalent and carbon emissions by 558 tons of CO<sub>2</sub>. These initiatives demonstrate the company's commitment to sustainable development, enable it to build a green and low-carbon economic system, and contribute to its attainment of the environmental protection and sustainable development goals.



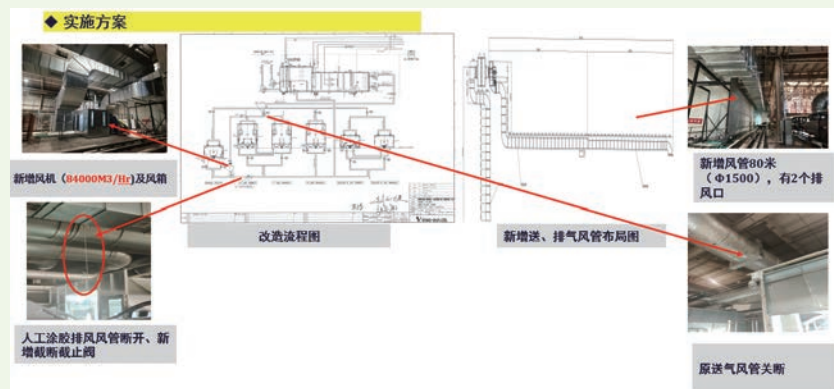
Energy-saving electromechanical equipment of Dongfeng Commercial Vehicle

## Low-carbon Transformation (Continued)

### VOYAH carried out several energy-saving optimisation projects

In order to achieve the goal of resource saving and efficient use, VOYAH launched several energy-saving and environmental protection technology projects. In 2023, the company invested more than RMB3.61 million in projects including energy facility data collection capability renovation, electrophoretic drying furnace triad waste heat recovery project, power quality enhancement, workshop LED energy-saving lighting renovation, compressed air supply by small air compressor in non-production time, and energy-saving optimisation of air conditioner for coating, all of which have been completed with excellent effects. VOYAH also saw remarkable energy conservation results in 2023, with energy consumption per RMB10,000 of output value considerably declining from 0.0132 tons of standard coal in 2022 to 0.0093 tons of standard coal in 2023, down 30% year-on-year, exceeding the energy saving target.

The energy-saving optimisation projects not only respond positively to the national energy conservation and emission reduction policies but also embody the company's corporate social responsibility. Through the projects, VOYAH demonstrates its commitment to environmental protection and increases its operation efficiency. The green development strategy wins industry-wide recognition and enhances its market competitiveness.



Implementation plan for the energy-saving project on recycling air conditioning exhaust

## Low-carbon Transformation (Continued)

Through the above-mentioned energy-saving and consumption reduction projects, the Group recorded a substantial reduction in the consumption of all energy sources as compared with the previous year. Over the past three years, our consolidated energy consumption and energy consumption per unit product continued to reduce. The results are sufficient to reflect our fruitful efforts in energy management. The table below presents details of the Group's energy use during the Reporting Period:

Indicator	Unit	2023	2022	YoY change
Purchased electricity	10,000 kWh	222,704.0622	243,374.1097	-8.5%
Natural gas	10,000 m <sup>3</sup>	9,087	9,764	-6.9%
Diesel oil	Ton	11,872	12,776	-7.1%
Gasoline	Ton	10,602	12,193	-13.1%
Heat (steam)	Mkj	215,038	287,559	-25.2%
Others (Lubricants, raw coal, paraffin, etc.)	Ton	17,054	29,282	-41.8%
Conversion of comprehensive energy consumption	Ton of standard coal	444,303	504,630	-12.0%
Comprehensive energy consumption per RMB10,000 output value	Kg standard coal/ RMB10,000	12.57	12.42	1.2%
Energy consumption per unit product	Kg standard coal/unit	211.57	218.57	-3.2%

### Energy use by category of Dongfeng Motor Group

## Low-carbon Transformation (Continued)

### 5.4 Exhaust Gas and Waste Management

The Group has developed targeted control measures for exhaust gas, general waste and hazardous waste from production and operation processes to ensure up-to-standard discharge and minimise negative impact on the environment.

#### 5.4.1 Exhaust Gas Management

Dongfeng Motor Group strictly complies with the Law of the People's Republic of China on the Prevention and Control of Atmospheric Pollution and other applicable laws and regulations, resolutely implements the Opinions of the Central Committee of the Communist Party of China and the State Council on Doing a Good Job in Pollution Control, and comprehensively enforces the Integrated Emission Standard of Air Pollutants and the Emission Standard of Volatile Organic Compounds.

In addition, the Group has formulated the Rules for Evaluation of Energy Conservation and Environmental Protection and the Measures for Supervision and Management of Energy Saving and Environmental Protection. We require all investees to implement effective control of exhaust emission, and monitor their exhaust emissions in real time, and track the implementation of various management regulations and measures.

#### Dongfeng Motor Group advanced the construction of a monitoring centre for key sources of exhaust pollution (Phase II)

According to the Group's energy saving and environmental protection plan for the 14<sup>th</sup> Five-year Plan period, a pollutant discharge online monitoring system has to be built during 2022–2023 for major pollutant discharge enterprises. In September 2023, the headquarters launched the blue print design and development of the monitoring centre for key sources of exhaust pollution (Phase II). The monitoring centre is an integrated service platform for the collection, transmission, storage, display, statistical analysis, early warning, management and application of exhaust gas online monitoring data.

Based on automatic online monitoring and analysis through the monitoring centre, the Group will comprehensively manage the distribution of pollution source monitoring positions and pollutant discharge of subordinate enterprises and enhance early warning and fast response to pollution incidents.

During the Reporting Period, the Group reinforced efforts to defend the blue sky, carried out a comprehensive campaign on air pollution control, and took specific measures to control and treat exhaust gas, thereby reducing exhaust emissions at source.

## Low-carbon Transformation (Continued)

### Coordinated governance of VOCs

- Dongfeng Passenger Vehicle, Dongfeng Honda and VOYAH adopted zeolite rotor + ROT process for intensive treatment of exhaust gas from water-based paint spraying
- Dongfeng Commercial Vehicle replaced oil-based paint with powdered paint, high-solid coat and water-based paint to reduce the total VOC emissions at source
- All secondary units added collection and treatment facilities for paint mixing room, circulating pool and spot repair room to reduce unorganised emission of VOCs

### Actively control exhaust gas from foundry and welding

- Dongfeng Commercial vehicle and other units completed exhaust gas control for flue gas and dust and oil mist and ensured compliance with the Emission Standard of Air Pollutants for Foundry Industry
- Dongfeng Passenger Vehicle and Peugeot Citroen Automobile reduced exhaust emission by adding welding fume collection hood and replacing dust collector filter

### Carry out heavy pollution weather performance grading

- The Group actively cooperated with local governments in addressing heavy pollution weather, and carried out heavy pollution weather performance grading
- 13 enterprises were rated B or above

#### Exhaust emission management measures and some achievements



## Low-carbon Transformation (Continued)

The above-mentioned exhaust emission management measures during the Reporting Period yielded some fruits, with a remarkable decline in the emissions of volatile organic compounds (VOCs):

Indicator	Unit	2023	2022	YoY change
NOX emission	Ton	206.1	200.3	2.9%
SO2 emission	Ton	42.12	41.89	0.5%
VOCs emission	Ton	2,593.25	3,034.15	-14.5%

### Exhaust emissions of Dongfeng Motor Group

#### 5.4.2 Waste Management

In strict compliance with the Law of the People's Republic of China on the Prevention and Control of Environmental Pollution by Solid Wastes, the Standard for Pollution Control on the Non-hazardous Industrial Solid Waste Storage and Landfill, and the Standard for Pollution Control on Hazardous Waste Storage, the Group has formulated a couple of waste management-targeted regulations, such as the Special Program on Hazardous Waste Control for 2023, the Regulations for the Management of General Industrial Solid Wastes and the Regulations for the Management of Domestic Waste Sorting, which set strict requirements for the production, classification, storage, shipment and disposal of hazardous and non-hazardous wastes. We also implement real-time monitoring of wastes generated during production and operation, promote splendid waste management measures, develop and implement waste treatment technologies, to minimise our impact on the surroundings. We aim to reduce the waste discharge intensity by recycling and reusing wastes generated during production.

#### ***Recycling of general waste***

For general solid waste, the Group recycles most of the recyclable wastes and leaves some to professional treatment units. For instance, we engage material recovery units to recycle waste materials from industrial manufacturing, such as steel, aluminium and wood. As to packaging materials, the Group has increased the procurement of recyclable materials and promoted green packaging in line with the "recycle" and "reduce" principles, to reduce the environmental impact of resource consumption. During the Reporting Period, we consumed 1,408.61 tons of packaging materials, of which 1,400.11 tons were recyclable, accounting for approximately 99.4%.

## Low-carbon Transformation (Continued)

### Zhengzhou Nissan implemented green packaging

During the Reporting Period, Zhengzhou Nissan reinforced its implementation of the Packaging Standards for Homemade Parts and Components, and prepared a Packaging Catalogue. The company conducted a strict audit of parts and components suppliers for new models with regard to packaging based on the principle of “less material consumption, reusable, recoverable and recyclable”, and prohibited the use of disposable packaging. It also refined the confirmation of ancillary materials to reduce the use of one-off ancillary materials, encouraged the use of degradable materials, and improved the packaging solution review mechanism. For existing models, the company improved the packaging by reducing and optimising the use of ancillary materials, reduced unpacking operations, and increased pickup convenience. In 2023, the proportion of parts with sustainable packaging for all car models of Zhengzhou Nissan increased to 95.1%.

Through these efforts, Zhengzhou Nissan promoted lean, standardised, universal, modular, and lightweight packaging design, and implemented low-carbon and recyclable green packaging, thereby lowering waste discharge and reducing its environmental impact.



Collapsible green package returned

## Low-carbon Transformation (Continued)

### ***Special campaign for hazardous waste control***

In order to reinforce life-cycle compliance management of hazardous waste, evade environmental risks, continually reduce the hazardous waste management costs and enhance the comprehensive utilisation rate, the Group launched a special campaign for compliance management of hazardous waste based on its reality.

During the Reporting Period, we issued the Special Plan of Dongfeng for Hazardous Waste Control in 2023, and organised all work units to detect potential environmental risks during waste generation, collection, transfer, storage, emergency response and disposal according to the plan. The special campaign resulted in identification of 314 problems, 274 of which have been corrected since then. It enabled us to effectively lower environmental risks, enhance 3R (reduce, recycle, reuse) management of hazardous waste, and make positive contribution to ecosystem protection.

Detect problems	<ul style="list-style-type: none"> <li>• Earnestly fulfill main responsibility in energy conservation and environmental protection, and work with high standards and strict requirements</li> <li>• Innovate organizational form, and organise internal self-inspection and correction by internal experts or mutual inspection and correction with brother units</li> <li>• Identify problems throughout the life cycle from waste generation to disposal</li> </ul>
Address potential risks	<ul style="list-style-type: none"> <li>• Develop correction plan according to the latest laws and regulations and prevent superficial work</li> <li>• Strictly control the correction planning and process</li> <li>• Implement the correction plan strictly as scheduled</li> </ul>
Acceptance of results	<ul style="list-style-type: none"> <li>• Inspect each item according to the acceptance standards</li> <li>• Supervision by the Group</li> </ul>

**Work flow of the Group's special campaign for hazardous waste compliance management in 2023**

 **Low-carbon Transformation (Continued)****Basic management**

Four aspects, including discharge permit, management plan, training and education, with eight key points

**Technological Alternatives and Source Reduction**

Four aspects, including substitution at source, process control, reduction at terminal and synergistic use, with five key points

**Process control**

Five aspects, including waste generation, collection, internal transfer, storage, disposal and emergency response management, with 25 key points

**Ledger management**

One aspect, namely hazardous waste ledger management, with 2 key points

**Four aspects of the special campaign with 40 key points**

During the Reporting Period, our secondary units strictly implemented the 2023 special campaign for hazardous waste compliance management, and achieved standardised and professional hazardous waste management at higher standards.

## Low-carbon Transformation (Continued)

### Dongfeng Commercial Vehicle standardised solid waste management

Dongfeng Commercial Vehicle disposes of solid waste in compliance with the Law of the People's Republic of China on the Prevention and Control of Environmental Pollution by Solid Wastes and other applicable laws and regulations. General solid waste is first given to cement kilns, brick makers and refining plants. The company also explores new technologies for waste sand recycling such brick making to utilize the historical stocks of waste sand. In 2023, it disposed of 109,407 tons of general waste and utilised 96,632 tons, achieving a utilisation rate of 88.3%.

In order to reduce waste discharge during production and increase resource utilisation rate, Shenli Forging and other plants reconstructed oiled metal dross storage yard, bought briquetting press, incorporated oiled metal dross collection, storage and transfer into compliance management of hazardous waste, and left the compliance disposal and utilisation to enterprises with smelting and exemption license. In 2023, the company disposed of 2,949.53 tons of hazardous waste which incurred a disposal cost of RMB2,676,800, and comprehensively utilised 1,891.51 tons of hazardous waste which generated RMB3,443,500 of benefits.



Hazardous waste storage



Yard scrap oil briquetting

## Low-carbon Transformation (Continued)

### VOYAH carried out precision management of hazardous waste

In 2023, VOYAH built a 1,732 m<sup>2</sup> solid waste warehouse (including 576m<sup>2</sup> for hazardous waste) with an investment of RMB4.5 million, and provided it with complete hardware and software facilities. The company established performance appraisal indicators for workshop hazardous waste disposal to increase income from solid waste disposal and enhance cost control. It planned to launch sludge and paint slag drying project to improve waste minimisation in 2024. Through these efforts, VOYAH enhanced hazardous waste disposal and control, promoted the development of circular economy, and lowered its adverse impact on the environment.



VOYAH's solid waste warehouse



Inspection of the hazardous waste warehouse

## Low-carbon Transformation (Continued)

During the Reporting Period, the Group took active measures to manage waste and achieved excellent results:

Indicator	Unit	2023	2022	YoY change
Disposed hazardous waste	Ton	28,606	33,684	-15.1%
Comprehensively utilized hazardous waste	Ton	14,692	7,793	88.5%
Hazardous waste disposal per RMB10,000 output value	Kg/RMB10,000	0.809	0.840	-3.6%
Disposed general solid waste	Ton	26,312	23,608	11.5%
Comprehensively utilized general solid waste	Ton	434,331	495,222	-12.3%
Solid waste generation per RMB10,000 output value	Kg/RMB10,000	12.29	12.94	-5.0%

### Waste management of Dongfeng Motor Group

## 5.5 Water Resource Management

The Group upholds the philosophy of environmental protection and sustainable development, and regards wastewater treatment and water resource utilisation an integral part of business operations. We invest heavily in the development of innovative technologies for efficient use of water resources to promote the security and ecological circulation of water resource.

In strict compliance with the Water Law of the People's Republic of China, the Environmental Quality Standards for Surface Water, and other applicable laws, regulations and standards, we identified risks associated with water resources and took corresponding risk control measures. In the future, we'll reduce the consumption of fresh water and the discharge of wastewater by increasing the use of reclaimed water, to lead the industry in water efficiency.

### Water saving

The Group takes water from the municipal water supply system, so there is no problem with our water source. Following the principle of reducing water consumption at source, we have formulated the Management Regulations for Water Conservation, and we collect water use data and monitor water saving situation in a timely manner to prevent water leakage. The Group and the secondary units use reclaimed water, and in some of the secondary units, all irrigating water and flushing water are reclaimed water. We also apply the "sponge city" design to all parks which are provided with rainwater storage and purification facilities and collect rainwater for irrigation. Additionally, we have water saving devices and direct drinking water system to save water.

## Low-carbon Transformation (Continued)

### All-round water saving renovation

- To promote water management and reduce unnecessary wastage of water, Dongfeng Commercial Vehicle launched large-scale water leakage detection of underground waterpipes. It renovated the water pipe network and efficient water-saving equipment and technologies, and applied water-saving painting process, water-saving water pumps and automatic induction water-saving devices, to strictly control water consumption.

### Technology-empowered reuse of recycled water

- Dongfeng Honda's recycled water advanced treatment and reuse project received an award of RMB600,000 as a demonstration project in Wuhan for the renovation of water-saving technologies. The company reuses reclaimed water for spraying on roads, afforestation irrigation and waterscape through advanced water-saving environmental equipment, and some recycled water returns to the production process after advanced treatment, realising sustainable development of water resources.

### Reduction of water loss

- Dongfeng Parts and Components carried out a technological upgrading to feed condensate from air-conditioning cabinets to the cooling tower, thereby reducing additional water consumption and forming a closed loop of water circulation. In order to minimise water loss, the company set six recovery points according to the proximity principle and fed condensate to the cooling tower nearby, making maximum use of existing water resources.

### Refined management of water circulation

- VOYAH is a water-saving enterprise of Hubei Province. Through benchmarking, the company uses reclaimed water for circulating cooling water of air compressor and refrigerating machine. It also improved the existing water pipelines by connecting the reclaimed water pipeline to the circulating cooling water replenishment system for the refrigerating machine, which saved about 110 tons of water every day.

#### Water resource management of the Group's secondary units



## Low-carbon Transformation (Continued)

During the Reporting Period, the Group consumed 11.72 million tons of water for production, down 10.9% from 2022, and the water consumption per RMB10,000 output value was 0.332 tons.

Indicator	Unit	2023	2022	YoY change
Production water consumption (freshwater)	Ton	11,720,464	13,155,747.47	-10.9%
Water reused	Ton	317,801,438	373,140,525.8	-14.8%
Industrial water reuse rate	%	96.4%	96.6%	-0.2%
Water consumption per RMB10,000 output value (freshwater)	Ton/ RMB10,000	0.332	0.328	1.1%

### Water consumption of the Group

#### Wastewater management

The Group complies with the Emission Standard of Pollutants for Electroplating, the Measures for Administration of the Permit for Discharging Urban Sewage into Drainage Pipelines, and standards of the places where it operates in sewage and industrial wastewater control. We monitor sewage discharge on a regular basis, improve our sewage treatment facilities, and introduce effective treatment technologies to ensure up-to-standard discharge. During the Reporting Period, the Group recorded no water pollution incidents or penalties.

## Low-carbon Transformation (Continued)

### Construction of a monitoring center for key wastewater discharge sources

- Complete the construction of a monitoring center for key wastewater discharge sources with functions including discharge data analysis, early-warning, and self-service analysis
- Upgrade 214 wastewater online monitoring equipment at 11 secondary units, ensuring 100% compliance with technical specifications
- Enhance pollution incident early-warning and fast response capabilities, avoid excessive emission risk, and encourage water reuse and recycling

### Sewage pipe network investigation and rectification

- Double-check rainwater and wastewater pipe networks in plants, and organise sampling and monitoring of water discharged from the rainwater pipe network, to prevent mixture of rainwater and wastewater
- Shiyan Off-road Vehicle and other units implemented overhead installation of sewage pipe network to prevent leakage, and facilitate water reuse and recycling

### Reduction of wastewater containing heavy metals at source

- Dongfeng Passenger Vehicle replaces phosphate coating with zirconium coating
- Dongfeng Axle's Xiangyang factor no longer uses cleaning and release agents with excessive phosphorus content
- Dongfeng Parts and Components shut down toxic and hazardous piston plating and pickling lines
- Dongfeng drive shaft plant's paint line uses dry spray booth (cardboard filter)

### Resource utilisation of wastewater

- Dongfeng Nissan expanded the reuse scope of reclaimed water to reduce wastewater discharge
- Xiangyang and Shiyan bases realised centralised and specialised sewage treatment and efficiently enhanced resource utilisation rate of wastewater

#### Wastewater management of Dongfeng Motor Group

## Low-carbon Transformation (Continued)

During the Reporting Period, the Group took proactive wastewater management measures and achieved good results:

Indicator	Unit	2023	2022	YoY change
Industrial wastewater emission	Ton	6,406,082	6,594,750	-2.9%
Industrial wastewater recycled	Ton	2,553,702	3,065,282	-16.7%
Chemical oxygen demand (COD) emission	Kg	363,404	362,099	0.4%
Ammonia emission	Kg	32,684	31,849	2.6%

**Wastewater management of Dongfeng Motor Group**

### 5.6 Biodiversity Management

The Group is committed to biodiversity protection and eco-civilisation construction, and responds actively to the call at the 20th National Congress of the CPC for “building the modernisation of harmony between humanity and nature” and “building a Beautiful China” by fulfilling corporate social responsibility and contributing to biodiversity conservation. We also answer the call of the Convention on Biological Diversity and encourage our stakeholders to join our biodiversity conservation efforts.

#### **Biodiversity conservation in the park**

Valuing the impact of our park construction and operation to the surrounding ecosystem, we include optimal fusion of park construction and operation with the surrounding ecosystem into consideration in addition to a comprehensive environmental impact evaluation.

The Group is headquartered in Wuhan Economic and Technological Development Zone, adjacent to the Sanjiao Lake. A river across the park enables harmony between office buildings and nature. We’ve designed bio-retention basin, rain garden and many other “sponge city” facilities in the park, which store and purify rainwater and provide food and habitat for insects and birds, thereby conserving biodiversity, preventing land degradation and promoting ecological upgrading of the surroundings.

## Low-carbon Transformation (Continued)



Ecological environment in the park

### Special campaign on ecosystem conservation

The special campaigns on ecosystem conservation is a major initiative we've taken in implementing the green development philosophy and advancing ecological civilisation construction to answer the nation's call for jointly protecting the ecological environment for harmony between humanity and nature.

## Low-carbon Transformation (Continued)

### **Dongfeng Motor Group implemented the special campaign on ecological and environmental protection of the Yangtze River and Yellow River basins**

The Group worked out a special work plan according to the requirements and highlights of the State-owned Assets Supervision and Administration Commission of the State Council for the special campaign on ecological and environmental protection of the Yangtze River and Yellow River basin by central enterprises, and carried out a rectification of ecological and environmental issues in the Yangtze River and Yellow River basins with 109 problems detected and corrected immediately.

The Group and its investees collaboratively promoted ecological and environmental protection with high standards through the special campaign. The Group reinforced its main responsibility in the campaign, rectified hidden environmental risks, and worked out a list of typical cases for warning, education and supervision.

Through these efforts, the Group responded actively to the call of the nation, considered water resources, water environment and water ecosystem as a whole and reinforced integrated and systematic control and control at source with a view to improving the quality of the ecological environment, effectively controlled ecological and environmental risks, and improved the quality and stability of the ecosystem in the river basins.



**Meeting to formulate a rectification plan for the Yangtze River and Yellow River basins**

## Low-carbon Transformation (Continued)

### Collaboration with all parties in natural conservation

Dongfeng “Runmiao Cup” Youth Volunteer Service Projects Competition has been held for many years to promote wetland and bird habitat protection, create a harmonious environment and build ecological civilisation with real action. It attracts more and more volunteers to join our biodiversity conservation action and arouses increasing attention to ecological issues.

### Biodiversity conservation efforts of Dongfeng Parts and Components

At Dongfeng “Runmiao Cup” Youth Volunteer Service Projects Competition on March 5, 2023, the Excellence Award was granted to the joint volunteer service project of Dongfeng Parts and Components and Dongfeng Motor Industry Import and Export Co., Ltd. with the title “Clean the Beach, Protect the Green Planet”

Dongfeng Parts and Components has long been actively engaged in clean city, waste recycling, lake ecological restoration, weed removal, voluntary tree planting, and joint beach cleaning actions to conserve biodiversity. During the Reporting Period, the young volunteers had five voluntary tree-planting activities in Wuhan with 300+ trees planted, three beach cleaning activities at Bailianhu Wetland Park and Tanghu Park, and four beach cleaning activities at Shiyan, making great contribution to local ecological restoration of water resources.



“Lv Qing” youth volunteer



Volunteer service team picking up litter

## Low-carbon Transformation (Continued)

### VOYAH carried out voluntary tree-planting activity

VOYAH values ecological protection, and organises its employees and users to plant trees every year, to call on the public to care for nature, protect the earth, and safeguard our homeland with real action.

In 2023, VOYAH and Dongfeng Nissan held a Party branch joint building activity. Approximately 80 Party members and representatives from VOYAH Volunteer Association gathered at Xiashanhu Road, Wuhan Economic and Technological Development Zone for “VOYAH Public Welfare Forest” tree planting activity with the theme “Fulfill Tree Planting Obligation, Build Beautiful Wuhan”.



VOYAH public welfare forest



Project Tree-planting activity



## Applicable Laws and Regulations

Serial No.	Name
<b>I. List of Laws and Regulations Applicable to Energy Conservation and Environmental Protection</b>	
1	Environmental Protection Law of the People's Republic of China
2	Law of the People's Republic of China on Evaluation of Environmental Effects
3	Law of the People's Republic of China on Cleaner Production Promotion
4	Measures of the People's Republic of China for the Control of Greenhouse Gas Emissions
5	General Guideline of the Greenhouse Gas Emissions Accounting and Reporting for Industrial Enterprises
6	Energy Law of the People's Republic of China
7	Law of the People's Republic of China on Energy Conservation
8	Law of the People's Republic of China on the Prevention and Control of Atmospheric Pollution
9	Law of the People's Republic of China on the Prevention and Control of Environmental Pollution by Solid Wastes
10	Standard for Pollution Control on the Non-hazardous Industrial Solid Waste Storage and Landfill
11	Standard for Pollution Control on Hazardous Waste Storage
12	Water Law of the People's Republic of China
13	Environmental Quality Standards for Surface Water
14	Emission Standard of Pollutants for Electroplating
15	Measures for Administration of the Permit for Discharging Urban Sewage into Drainage Pipelines
<b>II. List of Applicable Laws and Regulations on Safety</b>	
1	Work Safety Law of the People's Republic of China
2	Measures for the Administration of Emergency Response Plan for Work Safety Accidents
<b>III. List of Applicable Laws and Regulations on Human Resources</b>	
1	Labor Law of the People's Republic of China
2	Labor Contract Law of the People's Republic of China
3	Worst Forms of Child Labour Convention
4	Discrimination (Employment and Occupation) Convention
5	Forced Labor Convention
<b>IV. List of Other Applicable Laws and Regulations</b>	
1	Company Law of the People's Republic of China
2	Code of Corporate Governance for Listed Companies
3	Measures for Compliance Management of Central Enterprises
4	Patent Law of the People's Republic of China
5	Trademark Law of the People's Republic of China
6	Product Quality Law of the People's Republic of China
7	Regulations on the Management of Motor Vehicle Emissions Recalls
8	Administrative Regulations on the Recall of Defective Automotive Products
9	Administrative Measures for the Recall of Defective Automobile Products of the Company
10	Law on the Protection of Consumer Rights and Interests
11	Measures for the Administration of Automobile Sales
12	Contract Law of the People's Republic of China
13	Anti-Unfair Competition Law of the People's Republic of China




**Appendix (Continued)**
**ESG Performance**

Indicator	Unit	2021	2022	2023
<b>Aspect A1: Emissions</b>				
<b>A1.1 The types of emissions and respective emissions data</b>				
Nitrogen oxide (NOX) emission	tons	251.64	200.30	206.10
VOCs emission	tons	3,923.75	3,034.15	2,593.25
SO2 emission	tons	52.20	41.89	42.12
Industrial wastewater emission	10,000 tons	836	659	640.61
Industrial wastewater treatment	10,000 tons	334	307	255.37
Chemical oxygen demand (COD) emission	tons	459	362	363.40
Particulate emission	tons	924.08	715.58	590.25
Ammonia emission	tons	43	32	32.68
<b>A1.2 Scope 1 and Scope 2 greenhouse gas emissions (in tons) and, where appropriate, intensity (e.g. per unit of production volume, per facility)</b>				
Greenhouse gas emission	10,000 tons of carbon dioxide equivalent	206.65	168.76	147.15
Scope 1 greenhouse gas emission	10,000 tons of carbon dioxide equivalent	49.49	39.69	32.82
Scope 2 greenhouse gas emission	10,000 tons of carbon dioxide equivalent	157.16	129.07	114.33
GHG emissions per output value of RMB10,000	ton of carbon dioxide equivalent/RMB10,000	0.043	0.042	0.042
GHG emission per unit product	ton of carbon dioxide equivalent/set	0.755	0.731	0.701
<b>A1.3 Total hazardous waste produced (in tons) and, intensity (e.g. per unit of production volume, per facility)</b>				
Disposed hazardous waste	tons	38,521	33,684	28,606
Comprehensively utilized hazardous waste	tons	7,704	7,793	14,692
Disposed hazardous waste per RMB10,000 output value	Kg/RMB10,000	0.81	0.84	0.81
<b>A1.4 Total non-hazardous waste produced (in tons) and, where appropriate, intensity</b>				
Disposed general solid waste	tons	41,062	23,608	26,312
Comprehensively utilized solid waste	tons	620,137	495,222	434,331
Solid waste disposal per RMB10,000 output value	Kg/RMB10,000	0.87	0.59	0.74

 Appendix (Continued)

Indicator	Unit	2021	2022	2023
<b>Aspect A2: Use of Resources</b>				
<b>A2.1 Direct and/or indirect energy consumption by type (e.g. electricity, gas or oil) in total and intensity (e.g. per unit of production volume, per facility)</b>				
Purchased electricity	10,000 kWh	284,620	243,374	222,704
Natural gas	10,000 standard cubic meters	11,943	9,764	9,087
Diesel oil	tons	19,922	12,776	11,872
Gasoline	tons	13,241	12,193	10,602
Heat (steam)	MkJ	438,097	287,559	215,038
Others (including coal, fuel oil, coal oil, lubricating oil, etc.)	Ton of standard coal	45,379	29,282	17,054
Conversion of comprehensive energy consumption	Ton of standard coal	617,523	504,630	444,303
Comprehensive energy consumption per RMB10,000 output value	Kg standard coal/ RMB10,000	12.94	12.42	12.57
Energy consumption per unit product	Kg standard coal/ RMB10,000	225.68	218.57	211.57
<b>A2.2 Water consumption in total and intensity (e.g. per unit of production volume, per facility)</b>				
Production water consumption (freshwater)	10,000 tons	1,535	1,316	1,172
Water reused	10,000 tons	43,836	37,314	31,780
Industrial water reuse rate	%	96.6%	96.6%	96.4%
Production water consumption per RMB10,000 output value (freshwater)	Ton/RMB10,000	0.32	0.33	0.33
<b>A2.5 Total packaging material used for finished products (in tons) and, if applicable, with reference to per unit produced</b>				
Total packaging material used for finished products	tons	1,903.62	1,459.34	1,408.61
Including: recyclable materials	tons	1,827.42	1,449.84	1,400.11
Including: non-recyclable materials	tons	76.2	9.5	8.5


**Appendix (Continued)**

Indicator	Unit	2021	2022	2023
<b>Aspect B1: Employment</b>				
B1.1 Total workforce by gender, employment category, age group and geographical region				
Total number of employees	Persons	122,061	119,420	112,760
By employee type				
Regular employees	Persons	111,823	112,029	107,491
Labour dispatch	Persons	8,746	6,451	4,403
Trainees	Persons	1,467	908	830
Retirement and other types	Persons	25	32	36
By employment type				
Manufacturing workers	Persons	75,234	71,443	65,475
Engineering technician	Persons	17,828	18,422	18,667
Management and service employees	Persons	28,999	29,555	28,618
By gender				
Male employees	Persons	100,686	97,794	92,213
Female employees	Persons	21,375	21,626	20,547
By age				
Aged 29 and below	Persons	32,374	27,916	20,970
Aged 30-39	Persons	47,635	48,683	47,962
Aged 40-49	Persons	28,371	27,708	26,219
Aged 50 and above	Persons	13,681	15,113	17,609
By education				
Master's degree and above	Persons	6,994	6,929	7,667
College diploma and Bachelor's	Persons	67,533	67,929	63,715
Below college diploma		47,534	44,562	41,378
By geographical region				
Hubei region	Persons	75,412	73,892	70,956
Non-Hubei region	Persons	46,649	45,528	41,804
Percentage of minority employees	%	/	/	4.41
B1.2 Employee turnover rate by gender, age group and geographical region				
Total turnover rate	%	8.70	9.46	8.69
Employee turnover rate by gender				
Male employees	%	13.24	9.76	8.83
Female employees	%	10.41	8.05	8.08
Employee turnover rate by age				
Aged 29 and below	%	18.95	13.68	7.75
Aged 30-39	%	10.37	7.09	7.78
Aged 40-49	%	8.05	6.25	4.41
Aged 50 and above	%	12.70	13.15	22.22
Employee turnover rate by geographical region				
Hubei region	%	16.07	9.74	9.58
Non-Hubei region	%	7.73	8.92	7.06


**Appendix (Continued)**

Indicator	Unit	2021	2022	2023
<b>Aspect B2: Health and Safety</b>				
<b>B2.1 Number and rate of work-related fatalities</b>				
Number of work-related fatalities	Persons	1	1	0
<b>B2.2 Lost days due to work injury</b>				
Number of work-related injuries	Persons	8	6	0
Lost working days due to work injury	Days	6,246	6,085	0
Rate of work injury	%	0.066	0.050	0
<b>Development and Training</b>				
<b>B3.1 Percentage of trained employees by gender and employee category</b>				
Percentage of trained employees by gender				
Male employees	%	82	82	82
Female employees	%	18	18	18
Percentage of trained employees by grade				
Senior management	%	2	2	2
Middle management	%	7	8	8
General staff	%	91	90	90
Percentage of trained employees by type of employment				
Manufacturing worker	%	55	53	55
Engineering technician	%	21	24	25
Management and service staff	%	24	23	20
<b>B3.2 The average number of training hours completed by each employee by gender and employee type</b>				
Average number of training hours	Hours	65.24	64.63	76.12
Average training hours for employees by gender				
Male employees	Hours	58.37	57.82	78.28
Female employees	Hours	90.21	89.36	94.64
Average training hours for employees by grade				
Senior management	Hours	169	167.00	172.49
Middle management	Hours	81.35	87.03	109.66
General staff	Hours	57.27	56.10	79.83
Average training hours for employees by employee type				
Manufacturing worker	Hours	51.11	50.64	61.57
Engineering technician	Hours	97.19	105.99	137.44
Management and service staff	Hours	81.68	71.86	90.25


**Appendix (Continued)**

Indicator	Unit	2021	2022	2023
<b>Aspect B6: Product Responsibility</b>				
B6.1 Percentage of total products sold or shipped subject to recalls for safety and health reasons				
Number of active product recalls	Vehicle	91,727	155,898	1,352,341
Number of passive product recalls	Vehicle	0	0	0
Number of products recalled for safety and health reasons	Vehicle	91,727	154,055	1,339,788
Total number of products recalled	Vehicle	91,727	155,898	1,352,341
B6.2 Number of products and service related complaints received and how they are dealt with				
Total number of complaints	Case	39,809	44,051	64,079
Including: complaints due to service	Case	19,004	25,607	26,426
Including: complaints due to product quality	Case	20,805	16,604	13,390
Consumer/customer satisfaction	Point	80.23	89.2	93.4
<b>Aspect B7: Anti-corruption</b>				
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				
Total number of reports received	Case	614	558	646
Total number of completed cases referred to judicial authorities	Case	17	7	17
Number of participants in integrity education and training	Person-time	108,995	121,270	74,743
<b>Aspect B8: Community Investment</b>				
B8.2 Resources contributed to the focal area (e.g. Money or time)				
Total investment in community activities	RMB10,000	10,843.94	10,451.86	13,074.19
<b>Investment in rural revitalisation</b>				
Total amount of donations	RMB10,000	4,725.91	4,322.74	4,929.94
<b>Others</b>				
Amount invested in environmental governance and protection	RMB	544,733,190	563,295,589	442,399,256
Percentage of ISO 14001 certification	%	93%	95%	97%
Percentage of Dongfeng Motor Group's production units that are ISO 45001 or OHSAS18001 certified	%	87%	88%	100%
Percentage of Dongfeng Motor Group's production units that are ISO 9001 or IATF 16949 certified	%	100%	100%	100%

 Appendix (Continued)

## Content Index of Environmental, Social and Governance Reporting Guide of Hong Kong Stock Exchange

Environmental, Social and Governance Areas, General Disclosures and Key Performance Indicators (KPIs)			Section
Environmental			
A1: Emissions	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 and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste.	Exhaust and Waste Management
	A1.1	The types of emissions and respective emissions data	Exhaust and Waste Management, Addressing Climate Change
	A1.2	Direct (Scope 1) and energy indirect (Scope 2) greenhouse gas emissions and intensity	Addressing Climate Change
	A1.3	Total hazardous waste produced and intensity	Waste Management
	A1.4	Total non-hazardous waste produced and intensity	Waste Management
	A1.5	Description of emissions target(s) set and steps taken to achieve them	Addressing Climate Change
	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.	Waste Management
A2: Use of Resources	General Disclosure	Policies on the efficient use of resources, including energy, water and other raw materials.	Water Resource Management
	A2.1	Direct and/or indirect energy consumption by type (e.g. electricity, gas or oil) in total (kWh in '000s) and intensity	Energy Management
	A2.2	Water consumption in total and intensity	Water Resource Management
	A2.3	Description of energy use efficiency target(s) set and steps taken to achieve them	Energy Management, Addressing Climate Change
	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	Water Resource Management
	A2.5	Total packaging material used for finished products and with reference to per unit produced	Exhaust and Waste Management


**Appendix (Continued)**

Environmental, Social and Governance Areas, General Disclosures and Key Performance Indicators (KPIs)			Section
A3: The Environment and Natural Resources	General Disclosure	Policies on minimising the issuer's significant impacts on the environment and natural resources	Energy Management, Addressing Climate Change
	A3.1	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them	Energy Management, Addressing Climate Change
A4: Climate Change	General Disclosure	Policies on identification and mitigation of significant climate-related issues which have impacted, and those which may impact, the issuer	Addressing Climate Change
	A4.1	Description of the significant climate-related issues which may have impacted, and those which may impact, the issuer, and the actions taken to manage them	Addressing Climate Change
<b>Social</b>			
B1: Employment	General Disclosure	Information on:	Employment and Rights Protection
		(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.		
B1.1	Total workforce by gender, employment category, age group and geographical region	Employment and Rights Protection	
B1.2	Employee turnover rate by gender, age group and geographical region	Employment and Rights Protection	
B2: Health and Safety	General Disclosure	Information on:	Ensuring Work Safety
		(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		
	B2.1	Number and rate of work-related fatalities occurred in each of the past three years	Ensuring Work Safety
	B2.2	Lost days due to work injury	Ensuring Work Safety
B2.3	Description of occupational health and safety measures adopted, and how they are implemented and monitored	Ensuring Work Safety	


**Appendix (Continued)**

Environmental, Social and Governance Areas, General Disclosures and Key Performance Indicators (KPIs)			Section
B3: Development and Training	General Disclosure	Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities.	Training and Development
	B3.1	Percentage of trained employees by gender and employee category	Employment and Rights Protection
	B3.2	The average number of training hours completed by each employee by gender and employee type	Training and Development
B4: Labour Standards	General Disclosure	Information on:  (a) the policies; and Compliant Recruitment  (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forced labour.	Employment and Rights Protection
	B4.1	Description of measures to review employment practices to avoid child and forced labour	Employment and Rights Protection
	B4.2	Description of steps taken to eliminate such practices when discovered	Employment and Rights Protection
B5: Supply Chain Management	General Disclosure	Policies on managing environmental and social risks of the supply chain	Supply Chain Management
	B5.1	Number of suppliers by geographical region	Supply Chain Management
	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	Supply Chain Management
	B5.3	Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored	Building a Responsible Supply Chain
	B5.4	Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored	Building a Responsible Supply Chain




**Appendix (Continued)**

Environmental, Social and Governance Areas, General Disclosures and Key Performance Indicators (KPIs)			Section	
B6: Product Responsibility	General Disclosure	Information on:	Information Security and Privacy	
		(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.		
		B6.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons	Product Quality Improvement
		B6.2	Number of products and service related complaints received and how they are dealt with	Premium Services
		B6.3	Description of practices relating to observing and protecting intellectual property rights	Intellectual Property Protection
		B6.4	Description of quality assurance process and recall procedures	Product Quality Improvement
B6.5	Description of consumer data protection and privacy policies, and how they are implemented and monitored	Information Security and Privacy		
B7: Anti-corruption	General Disclosure	Information on:	Business Ethics and Anti-corruption	
		(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.		
		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 and Anti-corruption
B7.2	Description of preventive measures and whistle-blowing procedures, and how they are implemented and monitored	Business Ethics and Anti-corruption		
B7.3	Description of anti-corruption training provided to directors and staff	Business Ethics and Anti-corruption		
B8: Community Investment	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	Committed to Public Welfare	
		B8.1	Focus areas of contribution	Committed to Public Welfare
		B8.2	Resources contributed to the focus area	Committed to Public Welfare



**東風汽車集團股份有限公司**  
DONGFENG MOTOR GROUP COMPANY LIMITED\*