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北京汽车
BAIC MOTOR

北京汽车股份有限公司

BAIC MOTOR CORPORATION LIMITED*

(A joint stock company incorporated in the People's Republic of China with limited liability)

(Stock Code: 1958)

**INTERIM RESULTS ANNOUNCEMENT
FOR THE SIX MONTHS ENDED JUNE 30, 2021**

The board (the “**Board**”) of directors (the “**Directors**”) of BAIC Motor Corporation Limited (the “**Company**” or “**BAIC Motor**” or “**we**”) is pleased to announce the unaudited interim results of the Company and its subsidiaries (collectively referred to as the “**Group**”) for the six months ended June 30, 2021 (the “**Reporting Period**” or the “**first half of 2021**”) together with the comparative figures for the corresponding period in 2020. The results have been prepared in accordance with the International Accounting Standard 34, “Interim Financial Reporting” issued by the International Accounting Standards Board and the disclosure requirements under the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited (the “**Listing Rules**”). The audit committee under the Board (the “**Audit Committee**”) and PricewaterhouseCoopers, the external auditor of the Group, have reviewed the unaudited condensed consolidated interim financial information (the “**Condensed Financial Information**”).

INTERIM CONDENSED CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME
FOR THE SIX MONTHS ENDED JUNE 30, 2021

		For the six months ended June 30,	
	<i>Note</i>	2021	2020
		(Unaudited)	(Unaudited)
		RMB'000	RMB'000
Revenue	3	90,375,224	77,854,370
Cost of sales		(69,050,186)	(59,824,034)
Gross profit		21,325,038	18,030,336
Selling and distribution expenses		(5,429,373)	(5,089,547)
General and administrative expenses		(3,150,520)	(2,655,873)
Net impairment losses on financial assets		(125,038)	(121,932)
Other gains, net		1,357,510	69,800
Operating profit	6	13,977,617	10,232,784
Finance income		503,542	485,374
Finance costs		(408,198)	(465,405)
Finance income, net		95,344	19,969
Share of loss of investments accounted for using equity method		(494,011)	(1,164,871)
Profit before income tax		13,578,950	9,087,882
Income tax expense	7	(4,396,154)	(3,276,537)
Profit for the period		9,182,796	5,811,345
Profit attributable to:			
Equity holders of the Company		2,758,065	1,046,945
Non-controlling interests		6,424,731	4,764,400
		9,182,796	5,811,345
Earnings per share for profit attributable to ordinary shareholders of the Company for the period (expressed in RMB)			
Basic and diluted	8	0.34	0.12

**INTERIM CONDENSED CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME
(CONTINUED)**

FOR THE SIX MONTHS ENDED JUNE 30, 2021

	For the six months ended June 30,	
	2021	2020
	(Unaudited)	(Unaudited)
	RMB'000	RMB'000
Profit for the period	<u>9,182,796</u>	<u>5,811,345</u>
Other comprehensive income		
<i>Items that may be reclassified to profit or loss</i>		
(Loss)/gain on cash flow hedges, net of tax	(119,039)	41,098
Share of other comprehensive (loss)/income of investments accounted for using the equity method	(6,088)	4,918
Currency translation differences	22,906	(198,180)
<i>Items that will not be reclassified to profit or loss</i>		
Changes in fair value of financial assets at fair value through other comprehensive income	<u>1,375,683</u>	<u>128,876</u>
Other comprehensive income/(loss) for the period	<u>1,273,462</u>	<u>(23,288)</u>
Total comprehensive income for the period	<u>10,456,258</u>	<u>5,788,057</u>
Attributable to:		
Equity holders of the Company	4,085,833	1,049,724
Non-controlling interests	<u>6,370,425</u>	<u>4,738,333</u>
	<u>10,456,258</u>	<u>5,788,057</u>

INTERIM CONDENSED CONSOLIDATED BALANCE SHEET

AS AT JUNE 30, 2021

	<i>Note</i>	June 30, 2021 (Unaudited) RMB'000	December 31, 2020 (Audited) RMB'000
ASSETS			
Non-current assets			
Property, plant and equipment		50,920,838	50,428,891
Land use rights		7,067,910	7,158,525
Intangible assets		11,887,835	12,459,098
Investments accounted for using equity method		13,355,371	14,296,379
Financial assets at fair value through other comprehensive income		3,616,375	1,896,816
Deferred income tax assets		8,658,108	9,763,971
Other receivables and prepayments		3,102,597	2,700,167
		98,609,034	98,703,847
Current assets			
Inventories		20,450,636	20,341,991
Accounts receivable	4	15,382,586	20,553,050
Advances to suppliers		245,424	340,313
Other receivables and prepayments		4,511,764	4,412,051
Restricted cash and term deposits with initial term of over three months		1,445,825	1,205,578
Cash and cash equivalents		49,821,432	48,146,250
		91,857,667	94,999,233
Total assets		190,466,701	193,703,080
EQUITY			
Capital and reserves attributable to equity holders of the Company			
Share capital		8,015,338	8,015,338
Perpetual bond		–	1,998,160
Other reserves		23,446,724	22,120,796
Retained earnings		21,070,044	18,953,206
		52,532,106	51,087,500
Non-controlling interests		28,876,868	22,506,443
Total equity		81,408,974	73,593,943

INTERIM CONDENSED CONSOLIDATED BALANCE SHEET (CONTINUED)

AS AT JUNE 30, 2021

	<i>Note</i>	June 30, 2021 (Unaudited) RMB'000	December 31, 2020 (Audited) RMB'000
LIABILITIES			
Non-current liabilities			
Borrowings		8,158,709	8,721,150
Lease liabilities		73,729	59,220
Deferred income tax liabilities		23,863	26,423
Provisions		2,458,441	2,352,624
Deferred income		3,537,589	3,570,884
Other payables		87,139	105,865
		<u>14,339,470</u>	<u>14,836,166</u>
Current liabilities			
Accounts payable	5	40,905,415	48,017,125
Contract liabilities		1,690,847	1,291,797
Other payables and accruals		33,396,072	40,360,838
Current income tax liabilities		521,006	1,324,900
Borrowings		15,927,391	11,736,216
Lease liabilities		72,963	93,990
Provisions		2,204,563	2,448,105
		<u>94,718,257</u>	<u>105,272,971</u>
Total liabilities		<u>109,057,727</u>	<u>120,109,137</u>
Total equity and liabilities		<u>190,466,701</u>	<u>193,703,080</u>

NOTES TO THE INTERIM CONDENSED CONSOLIDATED FINANCIAL INFORMATION:

1 GENERAL INFORMATION

The Group is principally engaged in the manufacturing and sales of passenger vehicles, engines and auto parts in the People's Republic of China (the "PRC").

The address of the Company's registered office is A5-061, Unit 101, 5th Floor, Building No.1, Courtyard No.99, Shuanghe Street, Shunyi District, Beijing, the PRC.

The Company was incorporated in the PRC on September 20, 2010 as a joint stock company with limited liability under Company Law of the PRC. The immediate parent company of the Company is Beijing Automotive Group Co., Ltd., which is beneficially owned by the State-owned Assets Supervision and Administration Commission of People's Government of Beijing Municipality. The Company's ordinary shares have been listed on the Main Board of the Stock Exchange of Hong Kong Limited since December 19, 2014.

This Condensed Financial Information is presented in thousands of Renminbi Yuan ("RMB'000"), unless otherwise stated, and is approved for issue by the Board of Directors on August 30, 2021.

This Condensed Financial Information has not been audited.

2 BASIS OF PREPARATION AND ACCOUNTING POLICIES

2.1 Basis of preparation

This Condensed Financial Information has been prepared in accordance with International Accounting Standard ("IAS") 34, "Interim Financial Reporting". The Condensed Financial Information should be read in conjunction with the annual financial statements for the year ended December 31, 2020, which have been prepared in accordance with International Financial Reporting Standards ("IFRS").

As at June 30, 2021, the current liabilities of the Group exceeded its current assets by approximately RMB2,861 million. Given the debt obligations and working capital requirements, management has thoroughly considered the Group's available sources of the funds as follows:

- the Group's continuous net cash generated from operating and financing activities; and
- undrawn short-term and long-term banking facilities of approximately RMB17,803 million and RMB4,808 million respectively as at June 30, 2021.

Based on the above considerations, the Directors are of the opinion that the Group has sufficient available financial resources to meet or refinance its working capital requirements as and when they fall due. As a result, this Condensed Financial Information has been prepared on a going concern basis.

2.2 Accounting policies

The accounting policies applied are consistent with those of the annual financial statements for the year ended December 31, 2020, as described in those annual financial statements except for the estimation of income tax using the tax rate that would be applicable to expected total annual earnings and the adoption of certain amended standards as set out below.

Amended standards adopted by the Group

The following amended standards became applicable for the current reporting period:

- Amendment to IFRS 16 Covid-19-Related Rent Concessions
- Amendments to IFRS 9, IAS 39, IFRS 7, IFRS 4 and IFRS 16 Interest Rate Benchmark Reform – Phase 2

These amended standards did not have any significant impact on the Group's accounting policies and did not require retrospective adjustments.

3 SEGMENT INFORMATION

The Group's segment information is presented on the basis of internal reports that are regularly reviewed by the Group's Executive Committee, in order to allocate resources to the segments and assess their performance. For each of the Group's reportable segments, the Group's Executive Committee reviews internal management reports on monthly basis, at a minimum. Management has determined the reporting segments based on these reports.

The Group considers the business from a product perspective and has the following reportable segments:

- Passenger vehicles of Beijing Brand: manufacturing and sales of passenger vehicles of BAIC brands, and providing other businesses and related services;
- Passenger vehicles of Beijing Benz Automotive Co., Ltd. ("**Beijing Benz**"): manufacturing and sales of passenger vehicles of Beijing Benz brand, and providing other related services.

Management defines segment results based on gross (loss)/profit. Information about reportable segments and reconciliations of reportable segment results are as follows:

	Passenger vehicles – Beijing Brand (Unaudited) RMB'000	Passenger vehicles – Beijing Benz (Unaudited) RMB'000	Eliminations (Unaudited) RMB'000	Total (Unaudited) RMB'000
For the six months ended June 30, 2021				
Total revenue	2,393,038	88,058,872	(76,686)	90,375,224
Inter-segment revenue	(76,686)	–	76,686	–
Revenue from external customers	<u>2,316,352</u>	<u>88,058,872</u>	<u>–</u>	<u>90,375,224</u>
Timing of revenue recognition				
– At a point in time	2,233,643	87,187,417	–	89,421,060
– Over time	82,709	871,455	–	954,164
	<u>2,316,352</u>	<u>88,058,872</u>	<u>–</u>	<u>90,375,224</u>
Segment gross (loss)/profit	<u>(2,496,302)</u>	<u>23,821,340</u>	<u>–</u>	<u>21,325,038</u>
Other profit & loss disclosures:				
Selling and distribution expenses				(5,429,373)
General and administrative expenses				(3,150,520)
Net impairment losses on financial assets				(125,038)
Other gains, net				1,357,510
Finance income, net				95,344
Share of loss of investments accounted for using equity method				(494,011)
Profit before income tax				13,578,950
Income tax expense				(4,396,154)
Profit for the period				<u>9,182,796</u>
Other information:				
Significant non-cash expenses				
Depreciation and amortization	(1,983,620)	(2,235,284)	–	(4,218,904)
Provisions for impairments on assets	(620,047)	(81,014)	–	(701,061)
As at June 30, 2021				
Total assets	79,308,259	126,337,313	(15,178,871)	190,466,701
Including:				
Investments accounted for using equity method	13,355,371	–	–	13,355,371
Total liabilities	(41,958,503)	(67,126,705)	27,481	(109,057,727)

	Passenger vehicles – Beijing Brand (Unaudited) RMB'000	Passenger vehicles – Beijing Benz (Unaudited) RMB'000	Eliminations (Unaudited) RMB'000	Total (Unaudited) RMB'000
For the six months ended June 30, 2020				
Total revenue	2,990,030	74,920,368	(56,028)	77,854,370
Inter-segment revenue	(56,028)	–	56,028	–
Revenue from external customers	<u>2,934,002</u>	<u>74,920,368</u>	<u>–</u>	<u>77,854,370</u>
Timing of revenue recognition				
– At a point in time	2,877,182	74,160,136	–	77,037,318
– Over time	56,820	760,232	–	817,052
	<u>2,934,002</u>	<u>74,920,368</u>	<u>–</u>	<u>77,854,370</u>
Segment gross (loss)/profit	<u>(1,834,637)</u>	<u>19,864,973</u>	<u>–</u>	<u>18,030,336</u>
Other profit & loss disclosures:				
Selling and distribution expenses				(5,089,547)
General and administrative expenses				(2,655,873)
Net impairment losses on financial assets				(121,932)
Other gains, net				69,800
Finance income, net				19,969
Share of loss of investments accounted for using equity method				(1,164,871)
Profit before income tax				9,087,882
Income tax expense				(3,276,537)
Profit for the period				<u>5,811,345</u>
Other information:				
Significant non-cash expenses				
Depreciation and amortization	(1,638,692)	(2,195,484)	–	(3,834,176)
Provisions for impairments on assets	(22,765)	(135,195)	–	(157,960)
As at December 31, 2020 (audited)				
Total assets	83,981,040	124,908,717	(15,186,677)	193,703,080
Including:				
Investments accounted for using equity method	14,296,379	–	–	14,296,379
Total liabilities	<u>(41,365,162)</u>	<u>(78,771,072)</u>	<u>27,097</u>	<u>(120,109,137)</u>

There is no customer accounting for 10% or more of the Group's revenue for each of the six months ended June 30, 2021 and 2020.

The Group is domiciled in the PRC. The percentage of its revenue from external customers residing in the PRC is approximately 99.7% for the six months ended June 30, 2021 (six months ended June 30, 2020: 99.6%).

As at June 30, 2021, the percentage of the Group's non-current assets, other than financial instruments and deferred income tax assets, located in the mainland of the PRC is approximately 98.5% (December 31, 2020: 98.6%).

4 ACCOUNTS RECEIVABLE

	June 30, 2021 (Unaudited) RMB'000	December 31, 2020 (Audited) RMB'000
Trade receivables, gross <i>(note (a))</i>	14,587,014	17,849,531
Less: provision for impairment	(441,063)	(465,630)
	14,145,951	17,383,901
Notes receivable <i>(note (b))</i> measured at		
– FVOCI	1,175,495	3,104,009
– amortized cost	61,140	65,140
	15,382,586	20,553,050

Notes:

- (a) The majority of the Group's sales are on credit. A credit period may be granted in respect of sales to customers with good credit history and long-established relationship with the Group. The ageing analysis of trade receivables based on invoice date is as follows:

	June 30, 2021 (Unaudited) RMB'000	December 31, 2020 (Audited) RMB'000
Current to 1 year	5,599,333	7,356,503
1 to 2 years	1,529,031	4,463,765
2 to 3 years	4,613,017	2,941,248
Over 3 years	2,845,633	3,088,015
	14,587,014	17,849,531

(b) The amounts of notes receivable pledged as collateral for notes payable issued by banks as at respective balance sheet dates are as follows:

	June 30, 2021 (Unaudited) RMB'000	December 31, 2020 (Audited) RMB'000
Pledged notes receivable	547,827	1,808,208

5 ACCOUNTS PAYABLE

	June 30, 2021 (Unaudited) RMB'000	December 31, 2020 (Audited) RMB'000
Trade payables	38,582,076	45,096,832
Notes payable	2,323,339	2,920,293
	40,905,415	48,017,125

Ageing analysis of trade payables based on invoice date is as follows:

	June 30, 2021 (Unaudited) RMB'000	December 31, 2020 (Audited) RMB'000
Current to 1 year	34,245,696	41,313,474
1 to 2 years	3,591,698	3,251,420
2 to 3 years	713,422	520,981
Over 3 years	31,260	10,957
	38,582,076	45,096,832

6 OPERATING PROFIT

Operating profit is arrived at after charging/(crediting) the following:

	For the six months ended June 30,	
	2021	2020
	(Unaudited)	(Unaudited)
	<i>RMB'000</i>	<i>RMB'000</i>
Depreciation and amortization	4,218,904	3,834,176
Employee benefit costs	2,575,148	2,455,198
Warranty expenses	510,961	79,817
Provision for impairment on non-financial assets	576,023	36,028
Foreign exchange gains	(286,431)	(46,767)
Loss on forward foreign exchange contracts with fair value through profit or loss	219,535	194,470
Gain from sales of scrap materials	(47,146)	(49,538)
Loss on disposals of property, plant and equipment and intangible assets	52,546	3,946
Government grants	(1,252,143)	(166,215)
	<u> </u>	<u> </u>

7 INCOME TAX EXPENSE

	For the six months ended June 30,	
	2021	2020
	(Unaudited)	(Unaudited)
	<i>RMB'000</i>	<i>RMB'000</i>
Current income tax	3,253,171	2,499,616
Deferred income tax	1,142,983	776,921
	<u> </u>	<u> </u>
	<u>4,396,154</u>	<u>3,276,537</u>

8 EARNINGS PER SHARE

Basic earnings per share is calculated by dividing the profit attributable to ordinary shareholders of the Company by the weighted average number of ordinary shares in issue during the period.

	For the six months ended June 30,	
	2021	2020
	(Unaudited)	(Unaudited)
Profit attributable to ordinary shareholders of the Company <i>(RMB'000) (note (a))</i>	2,758,065	934,945
Weighted average number of ordinary shares in issue <i>(thousands)</i>	8,015,338	8,015,338
Earnings per share for profit attributable to ordinary shareholders of the Company for the period <i>(RMB)</i>	0.34	0.12

Notes:

- (a) For the six months ended June 30, 2021, the profit attributable to equity holders of the Company amounted to RMB2,758,065,000 (six months ended June 30, 2020: RMB1,046,945,000), including the profit attributable to ordinary shareholders and perpetual bond holders of approximately RMB2,758,065,000 and nil (six months ended June 30, 2020: RMB934,945,000 and RMB112,000,000), respectively.
- (b) During the six months ended June 30, 2021 and 2020, there were no potential dilutive ordinary shares and diluted earnings per share was equal to basic earnings per share.

9 DIVIDENDS

The Board of Directors of the Company does not recommend the payment of any interim dividend for the six months ended June 30, 2021 (six months ended June 30, 2020: Nil).

The final dividend of approximately RMB641,227,000 (RMB0.08 per share) relating to the year ended December 31, 2020 was approved by the shareholders meeting held in June 2021.

10 EVENT AFTER THE REPORTING PERIOD

Since the end of the Reporting Period, there has been no event that materially affected the Group.

BUSINESS OVERVIEW

I. MAJOR BUSINESS OPERATIONS

The Group's major business operations include research and development, manufacturing, sales and after-sale services of passenger vehicles, production of core parts and components of passenger vehicles, car financing, international businesses and other related businesses. We keep optimizing industry chains and strengthening our brands.

Passenger vehicles

Our passenger vehicle business is conducted through four business segments, namely Beijing Brand, Beijing Benz, Beijing Hyundai and Fujian Benz.

1. *Beijing Brand*

Beijing Brand, our proprietary brand, has nearly ten models on the market, covering a full range of oil powered models and new energy models of sedan and SUV.

Targeting at consumers who value both vehicle performance and high-quality life, products of Beijing Brand are designed according to the concept of “metropolitan beauty” with continual quality improvement. At present, Beijing Brand has a series of products, such as X3 and X5 compact SUV, X7 midsize SUV, U5 compact sedan, U7 middle class sedan, EU5 pure electric compact sedan and EU7 middle class pure electric sedan. In April 2021, Beijing Brand announced “Power journey of Beijing vehicles” which covered oil-powered, hybrid and pure electric vehicles, “@me Intelligent Platform” technology route, and the product plan for era 3.0 “defining demand by scenario”. With “cabin scenarios + vehicle networking + automatic self-driving” as the core goal of reform, it will build three platforms, namely SUPER power, HEV hybrid and EV electric vehicle, to provide travelling experiences in all scenarios for users.

2. Beijing Benz

Beijing Benz is a subsidiary of the Company. The Company holds 51.0% equity interest of Beijing Benz, while Daimler AG (“**Daimler AG**”) and its wholly-owned subsidiary, Daimler Greater China Ltd., together hold 49.0% equity interest of Beijing Benz. Beijing Benz commenced the manufacturing and sales of passenger vehicles of Mercedes-Benz brand in 2006.

At present, Beijing Benz has become a joint venture company of Daimler AG, owning the platforms of three main vehicle models, namely front-wheel drive vehicle, rear-wheel drive vehicle and electric vehicle, as well as an engine factory and a power battery factory in the world. It has exported core engine parts and engines and become an important part of the global production network of Mercedes-Benz. Beijing Benz manufactures and sells various main models of Mercedes-Benz, including E-Class long-wheelbase sedan, C-Class long-wheelbase sedan, A-Class long-wheelbase sedan, long-wheelbase GLC SUV, GLB SUV, GLA SUV, EQC pure electric SUV and AMG A 35 L. In recent years, it has won the honorary titles of “Global Excellent Operating Factory”, “Green Model Factory”, “Beijing Intelligent Manufacturing Benchmarking Enterprise” and “Sino-German Intelligent Manufacturing Cooperation Pilot Model Project”, etc.

Featured with digitalization, flexibility, effectiveness and sustainability, Shunyi factory of Beijing Benz sets a new benchmark as a highly digitalized vehicle manufacturing plant. In future, it will continue to provide diversified products up to global standards of Mercedes-Benz to Chinese consumers.

3. Beijing Hyundai

Beijing Hyundai Motor Co., Ltd. (“**Beijing Hyundai**”) is a joint venture of the Company. The Company holds 50.0% equity interest of Beijing Hyundai through its subsidiary BAIC Investment Co., Ltd., while Hyundai Motor Company (“**Hyundai Motor**”) holds another 50.0% equity interest of Beijing Hyundai. Beijing Hyundai commenced the manufacturing and sales of passenger vehicles of Hyundai brand in 2002.

At present, Beijing Hyundai has capacities in Beijing, Hebei and Chongqing, which form a nationwide production and marketing system. Beijing Hyundai manufactures and sells over ten types of vehicles, covering a full range of major sedan models including middle class, compact and A0-Class models, as well as SUV models, with vehicle models for sale mainly including the fourth-generation Santa Fe, the fifth-generation TUCSON L, the seventh-generation ELANTRA, LA FESTA EV, new generation MISTRA EV, etc., to fully meet the needs of different consumers.

4. Fujian Benz

Fujian Benz Automotive Co., Ltd. (“**Fujian Benz**”) is a joint venture of the Company. The Company holds 35.0% equity interest of Fujian Benz, and establishes an act-in-concert agreement with Fujian Motor Industry Group Co. (“**FJMOTOR**”), which holds 15.0% equity interest of Fujian Benz. The consensus will be reached while making decisions regarding the operation, management and other matters of Fujian Benz, as well as the exercising of power by the directors appointed by FJMOTOR. Daimler Vans Hong Kong Limited holds the remaining 50.0% equity interest of Fujian Benz. Fujian Benz commenced the manufacturing and sales of multi-purpose passenger vehicles and light passenger vehicles of Mercedes-Benz brand in 2010.

At present, Fujian Benz stays on the leading edge in the field of joint venture premium business purpose vehicles, with production and sale of Mercedes-Benz V-Class vehicles and New Vito products.

Core parts and components for passenger vehicles

In addition to manufacturing of whole vehicles, we also produce engines, powertrain, and other core parts and components for passenger vehicles through the production bases of Beijing Brand, Beijing Benz and Beijing Hyundai.

In respect of Beijing Brand, we manufacture engines, transmissions, new energy reducers and other core automobile parts and components through entities including BAIC Motor Powertrain Co., Ltd., mainly for use in our whole vehicles as well as for sale to other automobile manufacturers.

Beijing Benz commenced to manufacture engines in 2013, and currently owns two engine factories and the first power battery factory outside Germany. Its products include M274, M282, M264, M254 engines and the first new energy power battery product. It has exported core engine parts and engines.

Beijing Hyundai commenced to manufacture engines in 2004, and currently has several engine factories. Its products are mainly for use in Hyundai branded passenger vehicles manufactured by Beijing Hyundai, while certain products are sold to overseas factories of Hyundai Motor.

Car financing

We conduct car financing and automobile aftermarket-related businesses of Beijing Brand, Mercedes-Benz brand and Hyundai brand through associates and joint venture, including BAIC Group Finance Co., Ltd., Mercedes-Benz Leasing Co., Ltd., Beijing Hyundai Auto Finance Co., Ltd. and BH Leasing Co., Ltd. and continuously promote rapid development of car financing businesses by methods including capital investment and business cooperation.

Sales and service business

In April 2020, the Company and BAIC BluePark New Energy Technology Co., Ltd. (“**BAIC BluePark**”) jointly established BAIC BluePark Marketing Services Co., Ltd. (北京汽車藍谷營銷服務有限公司) (“**BAIC BluePark Marketing Services**”). BAIC BluePark Marketing Services is committed to providing the Company and BAIC BluePark with marketing business consultation, signing service agreements, promoting the sharing of channels, service resources and sales resources, etc., and enhancing the marketing competitiveness of the Beijing Brand as a whole.

International business

We promote the rapid development of international business through the production and operation businesses of the South African production base and the marketing business in South African and Southern African Development Community (SADC) markets which are in the charge of BAIC Automobile SA Proprietary Limited, a joint venture of the Company, through international marketing business in markets outside China and South Africa which are in the charge of BAIC International Development Co., Ltd., a wholly-owned subsidiary of the Company, and through overseas sales companies, KD technology¹ cooperation, vehicle distribution, etc. International business focuses on exporting passenger vehicle products of Beijing Brand.

Other related businesses

In the first half of 2021, we continued to conduct research and development of light materials, new energy technology changes, information big data and used car businesses through relevant joint ventures.

II. BUSINESS DEVELOPMENT IN THE FIRST HALF OF 2021

Industry Development in the First Half of 2021

According to the National Bureau of Statistics, in the first half of 2021, China’s GDP increased by 12.7% on a year-on-year basis, indicating its steady recovery from the impact of epidemic.

As the epidemic prevention and control became normal in China, the automobile market restored into a steady pace, and the sales volume of the domestic passenger car market increased significantly in the first half of 2021. According to data from the China Association of Automobile Manufacturers (“**CAAM**”), the overall wholesale sales of passenger cars in China in the first half of 2021 reached 10,007,000 units, representing a year-on-year increase of 27.0%, with sales of all passenger car segments, including sedans, SUV, MPV and CUV, increasing by varying degrees. The market growth was firstly due to the low base effect of last year, and secondly due to the increasing contribution of new energy vehicles.

¹ means Knocked-down

In terms of new energy passenger vehicles, wholesale sales of 1.140 million units were achieved in the first half of 2021, a year-on-year increase of 217.4%. Of these, 941 thousand units of pure electric passenger cars were sold, an increase of 244.1% year-on-year, while 199 thousand units of plug-in hybrid passenger cars were sold, an increase of 132.5% year-on-year, and thus the performance of the new energy vehicles market was better than expected.

In addition, the premium vehicles market continued to show rapid growth, reflecting the continued strong demand for high-end replacement as a result of consumer upgrading. According to data from CAAM, the first half of 2021 saw wholesale sales of 1.658 million premium vehicles, a year-on-year increase of 41.5%, which was 14.5 percentage points higher than the cumulative growth rate of passenger car sales.

In terms of industry policies, in the first half of 2021, the State issued the Notice on Several Measures for Boosting the Consumption of Major Durables and Key Consumer Goods and Unleashing Consumption Potential in Rural Areas and the Notice on Launching the 2021 New Energy Vehicle Campaign in Rural Areas, and accordingly a new round of auto consumption campaign to the countryside was launched, clarifying the signal for promoting consumption at the national level and releasing the consumption potential of the auto market.

Operational Performance of the Group in the First Half of 2021

1. Operational performance by brands

Beijing Brand

Under challenges from intensified competition and significant adjustment in demand structure, the Company actively responded and achieved sales of 28 thousand units under the Beijing Brand and a year-on-year increase in sales of SUV models during the Reporting Period. In the first half of 2021, Beijing Brand has been refreshing its products. It announced the pre-sale of U5 PLUS compact sedan, which preserved the philosophy of “metropolitan beauty” and self-confidence DNA, in April, and the vehicle will be launched in the second half of 2021. In April, we delivered EU5, which is a model targeting at commercial use, suitable for quick changing, rental and ridesharing. In June, EU5 PLUS, which is a newly upgraded model for individual users, was launched.

Beijing Benz

In the first half of 2021, Beijing Benz actively responded to various challenges. Its sales volume remained at the forefront of domestic luxury brands, with a sales volume of 316 thousand units, representing a year-on-year growth of 17.0%. The respective monthly sales volume of three major vehicle models of Beijing Benz, namely E-Class sedan, C-Class sedan and GLC SUV, exceeded ten thousand units.

Meanwhile, the major projects, such as Shunyi factory, proceeded as scheduled. New products, such as new Mercedes-Benz E 350 e L plug-in hybrid electric sedan, new Mercedes-Benz C-Class long-wheelbase sedan and Mercedes-Benz M254 engine, were produced on time.

Beijing Benz was also recognized in different aspects. In terms of product quality, according to the “2020 China Automotive Product Quality Performance Study”, GLA SUV and the long-wheelbase E-Class sedan were ranked first in their respective market segments. In terms of corporate development, Beijing Benz was awarded the “13th Five-Year Plan” Outstanding Unit for Corporate Culture Development in China.

Beijing Hyundai

In the first half of 2021, in a highly competitive market, Beijing Hyundai adjusted its marketing progress, and achieved a wholesale sales volume of 194 thousand units, representing a year-on-year growth of 5.3%, while the retail sales volume was 203 thousand units, laying the foundation for a sustainable and continued increase in production and marketing.

In terms of specific products, the new generation of MISTRA and its pure electric models and the fifth-generation TUCSON L of Beijing Hyundai were launched successfully in the first half of 2021, thus further enriching its product lines and continuously improving the product strength and market competitiveness. With a focus on new models, Beijing Hyundai fully optimized its product structure, and achieved steady growth in sales volume by specifying its marketing schedule with the policy support for key models.

Fujian Benz

In the first half of 2021, Fujian Benz achieved sales volume of 19 thousand units, representing a year-on-year increase of 39.0%, reflecting a positive trend of development. In the second half of 2021, Fujian Benz will continue to optimize and upgrade its main products, further explore the market potential and consolidate its development momentum to lay the foundation for achieving annual results and sustainable development.

2. *Sales network*

The Group always attaches great importance to the interests of customers, strives to optimize its product-service system, and is devoted to enabling product distributors and customers to receive timely, efficient, accurate and high quality service guarantee. There are independent marketing channels for all our brands. In the first half of 2021, the Group followed the “customer first” principle, continued to optimize and upgrade the dealer network, comprehensively improved customer experience, and enhanced overall competitiveness. Some of the image stores of Beijing Brand were upgraded, with shop environment improved, laying the ground for enhancing brand image. Beijing Benz and Beijing Hyundai always paid attention to network efficiency and quality, and committed to improving the profitability of dealers and OEMs and realizing mutual trust and win-win results.

3. *Research and development*

The Group believes that the research and development capability is crucial to future development. In the first half of 2021, it continuously made efforts to promote the construction of research and development systems and capacity, for all of its brand businesses.

Beijing Brand has been promoting the reform and innovation of research and development systems, consolidating research in the basic areas of vehicle, focusing on “intelligent networking” and “electrification”, and adopting a combination of independent innovation and strategic cooperation to achieve breakthroughs in core technologies and core capabilities.

Beijing Benz has the largest research and development center among all joint venture enterprises of Daimler AG, and introduces the Mercedes-Benz development system, continuously shortening the development cycle and strengthening the digital verification capability. The establishment of Daimler AG's fully functional overseas prototype plant supports localised prototype trials and shortens the validation cycle for new product introduction, providing strong technical support for the research and development and production of Mercedes-Benz's domestic traditional and new energy models.

In the first half of 2021, Beijing Hyundai advanced an overall good progress in the development of three local models and five imported models simultaneously. The new generation of MISTRA EV has class-leading cruising endurance and space performance; the fifth-generation of TUCSON L has excellent overall competitiveness and high market interest; and the CELESTA CNG National 6b model went into mass production in May. The research and development of the first MPV Custo model and the sports N-line model is in good progress, which will further enrich its product line.

4. *Production facilities*

We have specialized production facilities to manufacture and assemble products. All of our production facilities are equipped with flexible production lines. This not only enables us to flexibly change production plans and respond quickly to changes in market demand, but also reduces our capital expenditures and operating costs.

Beijing Benz continuously builds Mercedes-Benz's most comprehensive production base in the world. Based on the principle of "digitalization, flexibility, effectiveness and sustainability", it will also construct a high-end production base. In order to protect the interests of users, Beijing Benz has established a quality centre based on Daimler AG's global standards to ensure that every unit of Mercedes Benz vehicles is up to its globally unified standards and quality management system.

All factories of Beijing Hyundai are equipped with state-of-the-art production equipment, with the equipment automation rate exceeding 90%, so as to ensure the precision and production of products with high quality. Meanwhile, Beijing Hyundai is capable of effectively and flexibly arranging factory production plans and mixed-model production to further reduce the manufacturing cost reasonably.

III. OUTLOOK FOR THE SECOND HALF OF 2021

According to the forecast by CAAM, the economy will maintain a stable recovery in the second half of 2021, which will play a stable supporting role in automobile consumption. However, there are still instability and uncertainties in the global economic recovery and epidemic prevention and control, while development progress of different domestic industries varies, the foundation for sustained economic recovery still needs to be strengthened, and the rise in raw material prices further increases the pressure on enterprise costs. Therefore, we would take a prudent and optimistic view at the development of the industry.

In the second half of 2021, the Group will continue to actively respond to industry changes and determine the business policy for steady development.

In terms of Beijing Brand, under the guidance of the overall business principle of “focusing on development, value-oriented, deepening reform and collaborative innovation”, efforts will be made for the continuous improvement of Beijing Brand strength and product upgrades. It will also focus on key models such as U5 PLUS, EU5 PLUS and X7 to boost their sales volume. Beijing Benz focuses on strengthening supply guarantee and refined production to ensure the launch of new energy models and consolidate its leading position in the high-end and premium car market. Beijing Hyundai will launch its first MPV Custo model and continue to cultivate the market segment. At the same time, it will focus on the four key models, the seventh-generation Elantra, the fifth-generation TUCSON L, the new ix35 and the new CELESTA, in order to raise market awareness and end sales.

MANAGEMENT DISCUSSION AND ANALYSIS

Revenue and Net Profit Attributable to Equity Holders of the Company

The Group's main business operations are the research and development, manufacturing, sales and after-sale services of passenger vehicles. The above business has brought sustained and stable revenue to the Group. The Group's revenue increased from RMB77,854.4 million for the six months ended June 30, 2020 (“**the first half of 2020**”) to RMB90,375.2 million for the first half of 2021, representing a year-on-year increase of 16.1%, mainly due to the increase in the revenue of Beijing Benz.

The revenue associated with Beijing Benz increased from RMB74,920.4 million in the first half of 2020 to RMB88,058.9 million in the first half of 2021, representing a year-on-year increase of 17.5%, mainly due to the year-on-year increase of 17.0% in the sales volume of Beijing Benz.

The revenue associated with Beijing Brand decreased from RMB2,934.0 million in the first half of 2020 to RMB2,316.4 million in the first half of 2021, representing a year-on-year decrease of 21.0%, mainly due to a year-on-year decrease in the sales volume of Beijing Brand.

The Group's net profit attributable to equity holders of the Company increased from RMB1,046.9 million in the first half of 2020 to RMB2,758.1 million in the first half of 2021, representing a year-on-year increase of 163.5%; the basic earnings per share increased from RMB0.12 in the first half of 2020 to RMB0.34 in the first half of 2021, representing a year-on-year increase of 183.3%, mainly due to the increase in sales volume and profits of Beijing Benz.

Gross Profit

The Group's gross profit increased to RMB21,325.0 million in the first half of 2021 from RMB18,030.3 million in the first half of 2020, representing a year-on-year increase of 18.3%, mainly due to the increase in the gross profit of Beijing Benz.

The gross profit of Beijing Benz increased from RMB19,865.0 million in the first half of 2020 to RMB23,821.3 million in the first half of 2021, representing a year-on-year increase of 19.9%; the gross profit margin increased from 26.5% in the first half of 2020 to 27.1% in the first half of 2021, mainly due to the increase in the sales volume and change in structure of vehicle models.

The gross profit of Beijing Brand decreased from RMB-1,834.6 million in the first half of 2020 to RMB-2,496.3 million in the first half of 2021, mainly due to the decrease in sales volume and the change of vehicle model structure.

Working Capital and Financial Resources

The Group usually satisfied its daily working capital requirements through self-owned cash and borrowings. The Group's net cash generated from operating activities decreased from RMB5,265.5 million in the first half of 2020 to RMB4,259.5 million in the first half of 2021, representing a year-on-year decrease of 19.1%, mainly due to a decrease in the net cash inflow generated from operating activities of Beijing Benz.

As at the end of June 2021, the Group had cash and cash equivalents of RMB49,821.4 million, notes receivable of RMB1,236.6 million, notes payable of RMB2,323.3 million, outstanding borrowings of RMB24,086.1 million, unused bank credit lines of RMB22,610.6 million and commitments for capital expenditure of RMB30,892.1 million.

Capital Structure

The Group maintained a reasonable combination of equity and liability to ensure an effective capital structure.

The Group's asset-liability ratio (total liabilities/total assets) decreased from 62.0% on December 31, 2020 (the "end of 2020") to 57.3% at the end of June 2021, representing a year-on-year decrease of 4.7 percentage points, mainly attributable to a greater decrease in liabilities than in assets.

The Group's net gearing ratio (total borrowings less cash and cash equivalents/(total equity plus the total borrowings less cash and cash equivalents)) increased from -60.3% at the end of 2020 to -46.2% at the end of June 2021, representing a year-on-year increase of 14.1 percentage points, mainly attributable to (i) an increase in the total borrowings, cash and cash equivalents; and (ii) the increase in total equity was greater than the increase in the total borrowings, cash and cash equivalents.

On March 17, 2021, the Group issued overseas corporate bonds in an amount of US\$350 million with the term of three years and the annual coupon rate of 2%, and all proceeds were used for repaying interest-bearing debts and replenishing the working capital.

On March 17, 2021, the Company issued ultra short-term debentures in an amount of RMB2,000 million with the term of 180 days and the annual coupon rate of 3%, and all proceeds were used for repaying interest-bearing debts and replenishing the working capital.

On April 15, 2021, the Company issued ultra short-term debentures in an amount of RMB2,000 million with the term of 180 days and the annual coupon rate of 2.9%, and all proceeds were used for repaying interest-bearing debts and replenishing the working capital.

As at the end of June 2021, the total outstanding borrowings was RMB24,086.1 million, including short-term borrowings of RMB15,927.4 million in aggregate and long-term borrowings of RMB8,158.7 million in aggregate. The Group will repay the aforesaid borrowings in a timely manner at maturity.

As of the end of June 2021, none of the Group's debt covenants in effect included any agreement on the obligations to be performed by controlling shareholders. In the meantime, the Group also strictly followed all the terms and conditions in its debt covenants, and no default took place.

Significant Investments

The Group had no significant investments in equity interests in the first half of 2021.

Total capital expenditures of the Group increased slightly to RMB3,457.6 million in the first half of 2021 from RMB3,347.7 million in the first half of 2020. Among which, capital expenditures of Beijing Benz decreased to RMB2,919.7 million in the first half of 2021 from RMB3,028.2 million in the first half of 2020, and capital expenditures of Beijing Brand increased to RMB537.9 million in the first half of 2021 from RMB319.5 million in the first half of 2020.

Total research and development expenses of the Group increased slightly to RMB1,229.6 million in the first half of 2021 from RMB1,131.6 million in the first half of 2020, the majority of which were incurred by the Group for its product research and development activities. Based on the accounting standards and the Group's accounting policy, the amounts of the aforesaid total research and development expenses which complied with capitalization conditions had been capitalized accordingly.

Material Acquisitions and Disposals

Save as disclosed in the 2020 annual report, the Group did not carry out material acquisitions or disposals of subsidiaries, associates or joint ventures during the Reporting Period.

Foreign Exchange Gains or Losses²

The Group's foreign exchange gains or losses (mainly from the businesses of Beijing Benz) changed from foreign exchange losses of RMB147.7 million in the first half of 2020 to foreign exchange gains of RMB66.9 million in the first half of 2021, mainly due to (i) the effective control on the foreign exchange rate risks due to the judgment in foreign exchange forward contracts; and (ii) the increase in exchange gains from Euro-denominated payments as a result of the rise in the exchange rate of RMB against Euro.

The Group used foreign currencies (primarily Euro) to pay for part of its imported parts and components, and the Group also had borrowings denominated in foreign currencies. Foreign exchange fluctuations may affect the Group's operating results.

The Group has a well-developed foreign exchange management strategy that continuously and orderly controls foreign exchange rate risks of foreign exchange exposure. At present, the Group mainly uses foreign exchange forward contracts as our hedging tool.

² Foreign exchange gains or losses include foreign exchange forward contracts at fair value through profit or loss

Employee and Remuneration Policies

The number of Group's staff decreased from 21,038 at the end of 2020 to 19,759 at the end of June 2021. The staff costs incurred by the Group increased from RMB2,859.7 million in the first half of 2020 to RMB2,930.1 million in the first half of 2021, mainly due to (1) the increase of staff cost attributable to the overall growth of production and sales volume; (2) partial offset of increase in costs by the decrease in number of staff.

Through integrating human resources strategy on the basis of job classification, the Group has established a performance and competence-based remuneration system, and will link the annual business objectives with the performance appraisal of staff through a performance evaluation system, providing effective assurance in the recruiting, retaining and motivating talents, as well as the pursuit of the Group's human resources strategy.

In addition, the Group has established an enterprise annuity system to provide the qualified and voluntary employees with the supplementary pension system with certain guarantee on retirement income.

Pledge of Assets

As at the end of June 2021, the Group had pledged notes receivable of RMB547.8 million.

Contingent Liabilities

As at the end of June 2021, the Group had no material contingent liabilities.

MATERIAL LITIGATION AND ARBITRATION

As at the end of June 2021, the Company had no material litigation or arbitration. The Directors were also not aware of any material litigations or claims which were pending or had significant adverse effect on the Company.

MATTERS AFTER THE REPORTING PERIOD

There was no matter with material impact on the Group after the end of Reporting Period.

INTERIM DIVIDEND

The Board has not made any recommendation on the payment of an interim dividend for the first half of 2021.

PURCHASE, SALE OR REDEMPTION OF LISTED SECURITIES

The Company and its subsidiaries did not purchase, sell or redeem any of the Company's listed securities during the Reporting Period.

COMPLIANCE WITH THE CORPORATE GOVERNANCE CODE

The Company has been building and maintaining a high level of corporate governance so as to protect the rights and interests of shareholders and enhance the Company's corporate value and sense of responsibility. With reference to the Code on Corporate Governance as set forth in Appendix 14 to the Listing Rules (the “**Corporate Governance Code**”), the Company has established a modern and balanced corporate governance structure which comprises a number of independently operated bodies including the shareholders' general meeting, the Board, the board of supervisors and senior management.

The re-election of the Board and the board of supervisors was completed on March 24, 2021. Please refer to the description below for further details. Save as the aforementioned, the Company had complied with the Corporate Governance Code throughout the Reporting Period.

COMPLIANCE WITH THE MODEL CODE FOR SECURITIES TRANSACTIONS

The Company has adopted the Model Code for Securities Transactions by Directors of Listed Issuers (the “**Model Code**”) in Appendix 10 to the Listing Rules as the code of conduct for dealing in securities of the Company by all our Directors and supervisors of the Company. In response to the Company's enquiries, all Directors and supervisors have confirmed that they strictly complied with the Model Code for securities transactions during the Reporting Period.

THE BOARD, THE BOARD OF SUPERVISORS AND THE COMMITTEES

The three-year term of the third session of the Board of the Company expired on April 20, 2020. Due to the impact of the COVID-19, the re-election and appointment of the Board has been postponed.

On March 24, 2021, at the 2021 first extraordinary general meeting of the Company (the “**2021 First Extraordinary General Meeting**”), Mr. Jiang Deyi, Mr. Liao Zhenbo, Mr. Chen Hongliang and Mr. Hu Hanjun were appointed as non-executive Directors of the Company, Mr. Huang Wenbing was appointed as an executive Director of the Company, Mr. Ye Qian, Mr. Hubertus Troska, Mr. Harald Emil Wilhelm, Mr. Jin Wei and Mr. Sun Li were appointed as non-executive Directors of the Company, and Mr. Ge Songlin, Ms. Yin Yuanping, Mr. Xu Xiangyang, Mr. Tang Jun and Mr. Edmund Sit were appointed as independent non-executive Directors of the Company. The terms of office of such Directors took effect from March 24, 2021 and shall end upon the expiry of the term of the fourth session of the Board. On the same day, Mr. Jiang Deyi was elected as the Chairman of the Company in the first meeting of the fourth session of the Board, while the chairman and members of the Audit Committee, the remuneration committee (the “**Remuneration Committee**”), the nomination committee (the “**Nomination Committee**”) and the strategy committee (the “**Strategy Committee**”) under the Board were also elected. The term of office of the above-mentioned personnel took effect from March 24, 2021 and shall end upon the expiry of the term of the fourth session of the Board. With the establishment of the fourth session of the Board, Ms. Shang Yuanxian, Mr. Xie Wei, Mr. Qiu Yinfu, Mr. Lei Hai, Mr. Wong Lung Tak Patrick, Mr. Bao Robert Xiaochen, Mr. Zhao Fuquan and Mr. Liu Kaixiang, the Directors of the third session of the Board of the Company, ceased to be the Directors of the Company. Please refer to the announcement of the Company dated March 24, 2021 for further details.

On April 28, 2021, the Board resolved to propose the appointment of Mr. Gu Tiemin as a non-executive director and a member of the Remuneration Committee. On June 18, 2021, the Company convened the 2020 annual general meeting and approved the appointment, for a term commencing from June 18, 2021 until the expiry of the term of the fourth session of the Board. Due to work re-designation, from the effective date of the above appointment of Mr. Gu Tiemin as the Director, Mr. Jin Wei was no longer a non-executive Director and a member of the Remuneration Committee. Please refer to announcements of the Company dated April 28, 2021 and June 18, 2021 for further details.

On March 24, 2021, Ms. Li Chengjun and Mr. Zhang Yanjun were elected as the fourth session of employee representative supervisors at the employee representatives' meeting of the Company according to the Articles of Association. On the same day, Mr. Sun Zhihua, Mr. Zhou Xuehui and Ms. Qiao Yufei were appointed as the fourth session of non-employee representative supervisors at the 2021 First Extraordinary General Meeting. The above five supervisors formed the fourth session of the board of supervisors, with terms of office commencing from March 24, 2021 and shall end upon the expiry of the term of the fourth session of the board of supervisors. On the same day, Ms. Li Chengjun was elected as the chairman of the fourth session of the board of supervisors at the first meeting of the fourth session of the board of supervisors, with a term of office commencing from March 24, 2021 and shall end upon the expiry of the term of the fourth session of the board of supervisors. With the establishment of the fourth session of the board of supervisors, Mr. Gu Zhangfei, Mr. Wang Min, Mr. Qi Chunyu, Mr. Meng Meng, Ms. Wang Bin, Mr. Li Shuangshuang, Mr. Pang Minjing and Mr. Zhan Zhaohui, who were the supervisors of the third session of the board of supervisors of the Company, ceased to be the supervisors of the Company. Please refer to the announcement of the Company dated March 24, 2021 for further details.

Save as disclosed above, there was no change in the composition of the Board, the Strategy Committee, the Audit Committee, the Nomination Committee, the Remuneration Committee and the board of supervisors from January 1, 2021 and up to the date of this announcement.

AUDIT COMMITTEE

The Company has established the Audit Committee with written terms of reference. As at the date of this announcement, the Audit Committee comprises Mr. Edmund Sit (Chairman), Mr. Hu Hanjun and Mr. Tang Jun, among which two are independent non-executive Directors. The Audit Committee has reviewed with the management the accounting standards and practices adopted by the Group and reviewed the unaudited interim financial statements for the first half of 2021, the 2021 interim results and the 2021 interim report of the Group.

PUBLICATION OF UNAUDITED INTERIM RESULTS AND 2021 INTERIM REPORT ON THE WEBSITES OF THE STOCK EXCHANGE AND THE COMPANY

This interim results announcement will be published on the website of The Stock Exchange of Hong Kong Limited (the “**Stock Exchange**”) (www.hkexnews.hk) and the Company’s website (www.baicmotor.com), respectively. The Company will dispatch to the shareholders in due course the 2021 interim report of the Company containing all the information required by the Listing Rules, which will also be published on the websites of the Company and the Stock Exchange.

By order of the board of directors
BAIC Motor Corporation Limited
WANG Jianhui
Secretary to the Board and Company Secretary

Beijing, the PRC, August 30, 2021

As at the date of this announcement, the Board comprises Mr. Jiang Deyi, as Chairman of the Board and non-executive Director; Mr. Liao Zhenbo, Mr. Chen Hongliang and Mr. Hu Hanjun, as non-executive Directors; Mr. Huang Wenbing, as executive Director; Mr. Ye Qian, Mr. Hubertus Troska, Mr. Harald Emil Wilhelm, Mr. Gu Tiemin and Mr. Sun Li, as non-executive Directors; and Mr. Ge Songlin, Ms. Yin Yuanping, Mr. Xu Xiangyang, Mr. Tang Jun and Mr. Edmund Sit, as independent non-executive Directors.

* *For identification purpose only*