



**WULING MOTORS  
HOLDINGS LIMITED**  
**五菱汽車集團控股有限公司**

(Incorporated in Bermuda with limited liability)  
(於百慕達註冊成立之有限公司)

ENVIRONMENTAL,  
SOCIAL AND  
GOVERNANCE REPORT

環境、社會及管治報告

**2021**

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Entering the Era of no Limit  
with **INTELLIGENCE**  
and **DILIGENCE**

新無 **止境 智啟** 未來



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## ABOUT THE REPORT

### 關於本報告

#### INTRODUCTION OF THE REPORT

Wuling Motors Holdings Limited (the “**Company**” or “**Wuling Motors**”) and its subsidiaries (collectively the “**Wuling Group**”, the “**Group**” or “**We**”) are pleased to publish the Environmental, Social and Governance (“**ESG**”) Report for the period from 1 January 2021 to 31 December 2021 (the “**Year**”). The ESG Report summarises the efforts and achievement made by the Group in corporate social responsibility and sustainable development over the past years.

#### SCOPE OF THE REPORT

During the Year, the ESG Report focuses on the policies and measures of the Group’s automotive businesses in the People’s Republic of China (the “**PRC**”) in respect of environmental management and social responsibility. The disclosure of the key performance indicators (“**KPIs**”) of the Year keeps on focusing on the performance of the Group’s member companies and offices, including Liuzhou Wuling Motors Industrial Company Limited (“**Wuling Industrial**”), Liuzhou Wuling Liuji Motors Company Limited (“**Wuling Liuji**”), Liuzhou Zhuotong Automotive Components Company Limited (“**Liuzhou Zhuotong**”), Chongqing Zhuotong Motors Industrial Company Limited (“**Chongqing Zhuotong**”) and Shandong Branch of Liuzhou Wuling Motors Industrial Company Limited (“**Shandong Branch**”) in the PRC, PT.LZWL Motors Limited (“**Indonesian Company**”) located at Bekasi, Indonesia (“**Indonesia**”), and the office in Hong Kong. The ESG Report presents our sustainable development approach and performance in the environmental and social aspects of our business of the Year. The above scope is defined by whether the Group has operational control over the entities and the significance of their influence on the Group’s performance and assets.

#### REPORTING FRAMEWORK

The ESG Report was prepared in accordance with the “Environmental, Social and Governance Reporting Guide” set out in Appendix 27 to the Rules Governing the Listing of Securities on the Stock Exchange of Hong Kong Limited (“**Stock Exchange**”) and complied with the “Comply or Explain” requirement set out therein.

#### 報告簡介

五菱汽車集團控股有限公司（「**本公司**」或「**五菱汽車**」）及其附屬公司（統稱「**五菱集團**」、「**本集團**」或「**我們**」）欣然發佈自二零二一年一月一日至二零二一年十二月三十一日（「**本年度**」）期間的環境、社會及管治（「**ESG**」）報告。ESG 報告概述本集團過去一年在企業社會責任及可持續發展方面所付出的努力和取得的成就。

#### 報告範圍

本年度，ESG 報告專注本集團於中華人民共和國（「**中國**」）汽車相關核心業務於環境管理和社會責任方面的政策及措施；而關鍵績效指標的披露範圍繼續集中各成員公司及辦公室的表現，包括位於中國之柳州五菱汽車工業有限公司（「**五菱工業**」）、柳州五菱柳機動力有限公司（「**五菱柳機**」）、柳州卓通汽車部件有限公司（「**柳州卓通**」）、重慶卓通汽車工業有限公司（「**重慶卓通**」）及柳州五菱汽車工業有限公司山東分公司（「**山東分公司**」）、位於印度尼西亞（「**印尼**」）貝凱西縣的PT.LZWL Motors Limited（「**印尼子公司**」），以及位於香港的辦公室。ESG 報告呈列本年度內我們業務在環境及社會層面的可持續發展方針及表現，此範圍乃根據本集團是否擁有該實體的營運控制權及其對本集團業績或資產有否重大影響而定。

#### 報告框架

ESG 報告依照載於香港聯合交易所有限公司（「**聯交所**」）證券上市規則附錄二十七《環境、社會及管治報告指引》所編寫，並遵守當中「不遵守就解釋」的條文。

## ABOUT THE REPORT

### 關於本報告

#### REPORTING PRINCIPLES

The content of the ESG Report is determined through the situation of stakeholder engagement and materiality assessment. These include identifying ESG-related issues, collecting and reviewing the suggestions of internal management and different stakeholders, assessing the relevance and materiality of issues, and compiling and validating the reported data. The ESG Report has covered a comprehensive range of material issues that are concerned by different stakeholders.

Quantitative environmental and social KPIs are disclosed in the ESG Report so that stakeholders are able to have a comprehensive understanding of the Group's ESG performance. Information of the standards, methodologies, references and sources, as well as the conversion factors used in these KPIs, are stated in the ESG Report wherever appropriate. In addition, to facilitate the comparability of the ESG performance between years, the Group adopts consistent report format and calculation methodologies as far as practicable. In case of any changes in methodologies, the Group will present and explain in details in the corresponding sections.

#### INFORMATION AND FEEDBACK

For detailed information about the Group's environmental, social and corporate governance, please refer to the official website (<http://www.wuling.com.hk>) of Wuling Motors Holdings Limited. Should you have any questions or suggestions regarding this Report, please contact us via email: [lidong@wuling.com.hk](mailto:lidong@wuling.com.hk).

#### 報告原則

ESG 報告的內容乃根據持份者參與情況及重要性評估而釐定。其中包括識別與 ESG 相關的議題、收集並審視內部管理層和不同持份者的建議、評估議題的相關性和重要程度，以及編製及核實所報告的數據。ESG 報告已全面涵蓋不同持份者所關注的重要議題。

ESG 報告披露經量化的環境和社會關鍵績效指標，有助持份者全面瞭解集團的 ESG 表現。這些關鍵績效指標的相關標準、方法、參考文獻和數據來源的資料，以及該等關鍵績效指標所用的轉換因數，均在 ESG 報告適當的地方列出。此外，為方便比較不同年度之 ESG 表現，本集團已在可行的情況下採用一致的報告形式及計算方法。如方法有任何更改，本集團亦會於相應的章節中呈列和詳細說明。

#### 意見及反饋

有關本集團環境、社會及企業管治的詳細信息，請參閱五菱汽車集團控股有限公司的官方網站 (<http://www.wuling.com.hk>)。若閣下對此報告有任何疑問或建議，歡迎通過電郵聯絡我們：[lidong@wuling.com.hk](mailto:lidong@wuling.com.hk)。

## CHAIRMAN'S STATEMENT

### 主席致辭

In 2021, the battle between human beings and COVID-19 has changed from an “encounter action” to a “protracted battle”. At the same time, the price of raw materials was soaring, “black swan” events occurred one after another and other risks also existed. Relying on its own industrial accumulation and proactive strategic and tactical adjustments, Wuling Motors, in an environment full of challenges, has taken multiple measures to reduce costs and increase efficiency, made use of its internal ecosystem stability, and tried its best to protect the interests of customers and shareholders, so as to achieve a stable development of the enterprise in 2021.

In order to better promote energy conservation and emission reduction, develop series of products of new energy, revitalise enterprises with green and intelligent production, and build a beautiful travel ecology with an environment-friendly and efficient mode, the Group has a strong strategic determination to vigorously develop new energy vehicle related industries and fully participate in the market competition of the global new energy vehicle industry chain. In 2021, in line with the mission in carbon peaking and carbon neutrality goals, the Group not only developed new energy core parts products and successfully supplied more than 200,000 passenger cars market, but also unveiled the self-developed new energy hybrid system “Lingqing”. Our new energy logistics vehicles also successfully expanded the markets into North America and Japan, and we become the first Chinese enterprise of new energy logistics vehicles exported to North America. At present, the new energy market is booming. For the Group, only by utilizing more resources and forces can it carry the development and growth of the new energy vehicle business, integrate into the wave of global new energy vehicle industry reform, and then continue to absorb nutrition and get stronger.

二零二一年，人類與新冠肺炎的戰鬥從「遭遇戰」變成了「持久戰」，同時伴隨原材料高漲，「黑天鵝」事件此起彼伏等風險，五菱汽車依靠自身的產業積累，以及未雨綢繆的戰略和戰術調整，在充滿挑戰的環境中，通過多舉措降本增效措施，利用自己內部生態系統穩定，盡最大努力保障客戶和股東的利益，實現了企業在二零二一年平穩發展。

為了更好推動節能減排，開發新能源動力系統產品，用綠色、智慧的生產煥發企業活力，用環保、高效的模式構建美好的出行生態，本集團大力發展新能源車相關產業，全面參與到全球新能源車產業鏈市場競爭的戰略決心非常堅定。在二零二一年，本集團結合雙碳目標中的任務使命，不光開發了新能源核心零部件產品，成功配套超過200,000輛乘用車市場，也將自研的新能源混動系統「菱擎」進行了亮相，我們的新能源物流車也成功開拓了北美和日本市場，成為中國第一家出口北美的新能源物流車企。對於本集團來說，當下新能源市場蓬勃發展，只有聯合更多的資源力量，才能承載起新能源車事業的發展壯大，融入這場全球新能源汽車產業變革浪潮中，不斷吸取營養，充實壯大。

## CHAIRMAN'S STATEMENT

### 主席致辭

In the process of business expansion and innovation, the Group has been continuously improving quality and efficiency, emphasizing the awareness of enterprise cost management. We continued to carry out “three containments”, conducted comprehensive budget management, implemented cost control responsibility to regions and personnel, and control operating costs. At the same time, we strengthened the adjustment of organizational structure, promoted the synchronization of employment mode and enterprise benefits, optimised the labor cost management system, improved the operation quality and reduced the management cost. And we carried out post-project management, improved work efficiency comprehensively and deeply, established corresponding assessment system, and improved enterprise performance management mechanism. In the face of price fluctuations, the Company will actively conduct price linkage negotiation with suppliers, and pay more attention to the counter measures taken by various units to the price rise of raw materials, such as how to improve efficiency and offset costs.

While maintaining the steady progress and development of the enterprise, Wuling Motors also paid attention to fulfill social responsibilities. The Group actively gave full play to its industrial advantages and actively gave back to the society through supporting public welfare activities such as fighting the epidemic, flood fighting and disaster relief, rural revitalisation and entrepreneurship support. Especially since the epidemic, Wuling Motors has not only rapidly produced masks to support the resumption of work and production, but also rapidly developed a variety of models suitable for the needs of anti-epidemic, such as negative pressure ambulance, medical transfer vehicle and mobile temperature measuring vehicles, and actively shouldered social responsibility in the anti-epidemic. In the targeted poverty alleviation work, we have created a characteristic model of “poverty alleviation + industry assistance + intellectual support”, formed a situation of multi-point flowering of collective economic income sources, and realised the development model from “transfusion” to “hematopoiesis”. All the targeted poverty-stricken villages supported by the Company have achieved the task of poverty alleviation. The major

在擴展業務，開拓創新之過程中，本集團一直持續提質增效，強調企業成本管理意識。持續開展「三降」工作，進行全面預算管理，落實成本管控責任至區域和人員，管控運營成本；同時強化組織機構調整，推動用人模式與企業效益同步化，優化人工成本管理體系，提升運營品質，降低管理成本。並且做好專案後管理，全面深入提升工作效率，建立相應考核制度，完善企業績效管理機制。面對價格波動，公司會積極與供應商做價格的聯動協商，更多關注各單位如何提高效率、抵消成本等多方面對於原材料上漲所開展的應對措施。

在保持企業穩中求進發展的同時，五菱汽車也同樣注重履行社會責任。本集團積極發揮自身產業優勢，通過支持抗擊疫情、抗洪救災、鄉村振興、創業扶持等公益活動積極回饋社會。特別是疫情以來，五菱汽車除了迅速生產口罩支持復工復產外，也迅速開發出負壓醫療車、轉運車、移動測溫車等多種適合抗疫需求的車型，在抗疫中積極承擔社會責任。在精準扶貧工作中，造了特色「扶貧+助業+扶智」模式，形成了集體經濟收入來源多點開花的局面，實現了從「輸血」轉化為「造血」的發展模式。公司定點扶貧村屯已全部達成脫貧任務，駐村第一書記甚至還登上了央視外語頻道，向全世界展示五菱扶貧幹部的良好形象和突出貢獻。多年來，五菱汽車都會結合五菱的產業資源優勢，在鄉村振興、文化、教育、

## CHAIRMAN'S STATEMENT

### 主席致辭

residency secretary in the village even boarded the CCTV foreign language channel to show the world the good image and outstanding contributions of Wuling poverty alleviation cadres. Over the years, Wuling Motors has combined its industrial resource advantages to carry out public welfare work in rural revitalisation, culture, education, youth entrepreneurship, employment and other fields, actively promote community development, help people's livelihood and improve social welfare. In June 2021, Wuling Motors has been included in the MSCI China Small Cap Index, which is the recognition of international capital for the Company's market value management and good development potential, and also urged the Company to keep up with the world's excellent enterprises in ESG.

No matter how the external situation changes, the people's desire and pursuit for a happy life will not change, and the original intention of Wuling Motors to build cars loved by the people will not change. It is this original intention that created China's Wuling Motors! Let's look forward to the future together!

**Yuan Zhijun**  
Chairman  
20 May 2022

青年創業、就業等領域開展公益工作，積極推動社區發展，助力民生，增進社會福祉。二零二一年六月，五菱汽車已納入MSCI中國小型指數，這是國際資本對本公司在市值管理和良好發展潛力的認可，也鞭策公司在ESG方面更多向全球優秀企業看齊。

無論外界形勢如何變化，人民對幸福生活的渴望和追求不會改變，五菱汽車造人民喜愛的車的初心也不會改變。正是這種初心，造就了中國的五菱汽車！讓我們一起向未來！

主席  
**袁智軍**  
二零二二年五月二十日

## CORPORATE PROFILE

Wuling Motors Holdings Limited (stock short name: “**Wuling Motors**”; stock code: 00305.HK) and its subsidiaries (collectively referred to as the “**Group**”) are principally engaged in automotive components, vehicle engine systems and commercial vehicle products, including new energy vehicles. As a local national brand enterprise, Wuling Motors adheres to innovation as the core, constantly innovates products for people’s needs, keeps up with the development trend of new energy vehicles, and has provided high-value components for nearly 20 domestic and foreign OEMs, and provides high-quality and applicable vehicle products and travel service support for more than 1,000,000 users. The Company has large automobile components and automobile production bases in Liuzhou, Qingdao, Chongqing, Guiyang, Indonesia and India. In 2021, we were once again included in the 2021 Top 100 Global Automobile Parts Suppliers List and the Top 50 Global Automobile Enterprise Green Credit Index published by the Automotive News.

## 企業簡介

五菱汽車集團控股有限公司（股票簡稱「**五菱汽車**」，股票代碼：00305.HK）及其附屬公司（統稱「**集團**」或「**本集團**」）的主要業務為汽車零部件、汽車動力系統及包含新能源車在內的商用整車產品。五菱汽車作為本土民族品牌企業，堅持以創新為核心，為人民之需不斷創新產品，緊跟新能源車發展趨勢，已為國內外近20家主機廠提供高價值零部件產品，為超過1,000,000用戶提供優質適用的車輛產品和出行服務支持。公司在柳州、青島、重慶、貴陽及印尼、印度等地設有大型汽車零部件和整車生產基地。二零二一年，再次入圍《美國汽車新聞》發佈的二零二一年全球汽車零部件配套供應商百強榜和環球車企綠色信用指數TOP50之一。



## CORPORATE SOCIAL RESPONSIBILITY OF WULING MOTORS

### 五菱汽車的企業社會責任

#### BUSINESS PHILOSOPHY

The Group regards corporate social responsibility as an integral part of its business. Our core principle is “Safety First”, which emphasises that safety comes before profits. We have adhered to this principle by following stringent safety standards in our daily operation and complying with the laws and regulations as required by the country and the industry. It is the foundation of our corporate philosophy to be a responsible and caring corporate citizen. Therefore, we strive to protect and lessen our impacts on the environment, give back to society in meaningful ways, take good care of our employees, and safeguard the interests of our stakeholders.

Meanwhile, our introduction of new energy vehicles is a key example of how we are building diversified and clean products for customers. As for our employees, which are our greatest asset and motive for growth, we have put in place employee programmes for their development and training, healthy living, work safety and welfare. In supporting our communities, our efforts are primarily focused on helping the underprivileged in the communities where we operate.

During the Year, the Group has implemented a variety of ESG initiatives. Looking ahead, we aim to create value for society, the environment, our employees, shareholders and other stakeholders through the implementation of our ESG initiatives.

#### 經營理念

對本集團而言，企業社會責任是業務不可或缺的一部分。我們視「安全第一」為核心原則，強調安全較利潤更重要。在此原則下，我們於日常運作過程中奉行嚴格的安全標準，並遵守各項國家及行業要求的法律法規。我們視成為責任感及關愛兼備的企業公民為企業理念之本，因此我們竭力保護及減少對環境的影響、以有意義的方式回饋社會、關懷照顧員工及兼顧持份者利益。

同時，我們致力開發多元化且潔淨的產品供客戶選擇，從新能源汽車的推出可見一斑。我們視員工為最寶貴資產及增長原動力，並已推行涵蓋發展及培訓、健康生活、工作安全及福利等範疇的員工政策。在社區參與方面，我們主力協助營運當地社區的弱勢人士。

本年度，本集團繼續實施一系列ESG措施。展望未來，我們矢志透過執行各項ESG措施，為社會、環境、員工、股東及其他持份者締造價值。

# CORPORATE SOCIAL RESPONSIBILITY OF WULING MOTORS

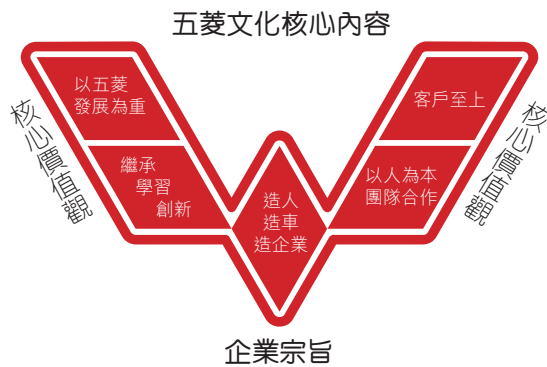
## 五菱汽車的企業社會責任

### CULTURE OF WULING

With our established corporate culture of perseverance for Wuling Group, from top to bottom, we adhere to our corporate spirit of Hard-Working and Self-Reliance and strive to provide quality goods to every customer through our united, efficient and harmonious team efforts.

### 五菱文化

我們延續傳承五菱集團堅毅的企業文化，從上到下一直堅持艱苦創業、自強不息的企業精神，藉著團結一心、高效益及和諧的奮鬥力量，為每一位客戶提供優質產品。



- ◆ **Corporate Spirit**  
**企業精神**  
Hard-Working and Self-Reliance  
艱苦創業、自強不息
- ◆ **Corporate Mission**  
**企業宗旨**  
Cultivating excellent staff, Manufacturing customers' favourite vehicles, and Building a responsible and sustainable enterprise  
造人、造車、造企業
- ◆ **Core Values**  
**核心價值觀**  
Wuling development foremost;  
Pursue learning and innovation;  
Customers First;  
and People-oriented, Teamwork.  
以五菱發展為重；  
繼承學習創新；  
客戶至上；  
以人為本，團隊合作。
- ◆ **Behavioural Guidance**  
**行為準則**  
Core: Teamwork, High Efficiency, and Harmony Responsible, pursue team success  
Quick reaction and continual improvement for creating value for customers  
核心：團結、高效、和諧  
敢負責，不推諉，做好本職的事，追求團隊成功  
快速響應，持續改進，為客戶創造價值

## CORPORATE SOCIAL RESPONSIBILITY OF WULING MOTORS

### 五菱汽車的企業社會責任

#### BOARD STATEMENT

The Group believes that comprehensive ESG governance principles will effectively enhance the Group's investment value and bring long-term return to stakeholders. In order to effectively implement the concept of sustainable development, the Group has established an Environmental, Social and Governance Committee (the "Committee") during the Year. The Committee is responsible for formulating and overseeing the ESG strategies and management of the Group, identifying and assessing ESG-related risks, as well as providing anticipatory and mitigation plans. The Committee focuses on monitoring the ESG work progress and quality of the Group, setting the goals and strategies of sustainable development, as well as independently evaluating and analysing the scope and effectiveness of risk management measures and systems. To strengthen the ESG governance of the Group, the Committee regularly arranges meetings to review the implementation of each subsidiary on sustainable development, so as to ensure that policies and measures regarding sustainable development are effectively executed during daily operation of the Company.

Besides, the Committee has appointed an independent consultancy to assist in managing the ESG matters, carrying out data and information collection and analysis, and offering suggestions for improving the Group's ESG performance. The consultancy also assisted the Committee with the collection of the opinions on ESG matters among the Group's stakeholders and conducted materiality assessment. Each ESG issue is rated and prioritised by the level of concern of the stakeholders. The Committee and the board of directors will review the results of the assessment, so as to identify the Group's material ESG issues and formulate long-term development strategies.

In order to lead the Group's ESG progression effectively, the Committee continuously monitors the ESG work, keeps track of the latest rules on ESG disclosure of international organisations and the Stock Exchange, as well as ensures close cooperation between different departments, so as to jointly achieve the goals of compliant operations and bearing social responsibility. The Committee will also regularly review the plans and implementation of relevant work, and oversee the coordination and management of ESG matters, which is instrumental in setting ESG-related targets of the Group.

#### 董事會聲明

本集團相信完善的ESG管治原則將有效提升我們的投資價值，並為持份者帶來長期回報。為有效落實可持續發展理念，本集團於本年度成立了環境、社會及管治委員會（「委員會」），委員會負責制定及監督本集團的ESG策略及管治，以及識別和評估ESG相關風險，並提供預期及緩解計劃。委員會重點監督本集團內的ESG工作進度和質素、訂立可持續發展目標及策略，以及就風險管理措施與系統的涵蓋範圍及有效性進行獨立評估及分析。為提升本集團的ESG管治力度，委員會定期召開會議，瞭解各分公司於可持續發展工作方面的具體執行情況，確保本集團的可持續發展政策及措施於公司日常業務運營中有效執行。

另外，委員會於本年度委聘顧問公司協助管理ESG事宜，進行數據和資料收集及分析工作，並就本集團的ESG績效表現提供建議。顧問公司亦協助委員會收集本集團持份者對ESG事宜的意見，並進行重要性評估，讓持份者對各項ESG議題的關注程度評分及排序。委員會及董事會會審視評估結果，以識別本集團的重要ESG議題及制定長遠發展策略。

為有效領導本集團的ESG進程，委員會會持續監察ESG的工作和留意國際及聯交所對ESG披露的最新規定，並確保各部門間緊密合作，共同達至合規營運和肩負社會責任的目標。委員會亦會定期審視相關工作的計劃和執行情況，以及監察ESG事宜的協調和管理，有助於本集團訂立相關目標。

# CORPORATE SOCIAL RESPONSIBILITY OF WULING MOTORS

## 五菱汽車的企業社會責任

### STAKEHOLDER ENGAGEMENT

The Group deeply understands that stakeholders' opinions can help improve the business operation and raise the performance of future business development, and hence it strives to communicate with stakeholders. Through mutual communication with stakeholders via various effective communication channels, the Group can understand their requirements and expectations on sustainable development, and hence can help formulate and implement practical sustainable development policies and targets.

The following table includes a list of our related stakeholders, their requirements and expectations to the Group, and our corresponding means of communication and response.

### 持份者參與

本集團深明持份者的意見有助於改善業務營運及提升未來業務發展表現，因此致力與各持份者進行溝通。透過各種有效的溝通管道與持份者交流互動，本集團得以瞭解他們對於可持續發展方面的要求和期望，從而幫助本集團制定及實施切合實際的可持續發展政策及目標。

下表列出了我們相關的持份者、彼等對本集團的要求和期望，以及我們對應的溝通及回應方式。

Stakeholders 持份者	Requirements and Expectations 要求和期望	Means of Communication and Response 溝通及回應方式
Government and Regulatory Authorities 政府與監管機構	<ul style="list-style-type: none"> <li>◆ Compliance with the national policies, laws and regulations 遵守國家政策及法律法規</li> <li>◆ Cultivation of local economic development 促進地方經濟發展</li> <li>◆ Promotion of local employment 帶動地方就業</li> <li>◆ Regular fulfilment of tax obligations 按時足額納稅</li> <li>◆ Production safety 安全生產</li> </ul>	<ul style="list-style-type: none"> <li>◆ Regular submission of information 定期資訊報送</li> <li>◆ Regular conversation with regulatory authorities 定期與監管機構會話</li> <li>◆ Dedicated reports 專題匯報</li> <li>◆ Regular and irregular inspection and supervision 定期和不定期檢查督查</li> </ul>
Shareholders 股東	<ul style="list-style-type: none"> <li>◆ Returns 收益回報</li> <li>◆ Operation in compliance 合規運營</li> <li>◆ Rise in company value 提升公司價值</li> <li>◆ Information transparency and effective communication 資訊透明及高效溝通</li> </ul>	<ul style="list-style-type: none"> <li>◆ General meeting 股東大會</li> <li>◆ Company announcements 公司公告</li> <li>◆ Email, telephone and company's website 電郵、電話通訊及公司網站</li> <li>◆ Dedicated reports 專題匯報</li> <li>◆ On-site inspection 實地考察</li> <li>◆ Live promotional broadcasting 網絡直播宣傳活動</li> </ul>

## CORPORATE SOCIAL RESPONSIBILITY OF WULING MOTORS

### 五菱汽車的企業社會責任

Stakeholders 持份者	Requirements and Expectations 要求和期望	Means of Communication and Response 溝通及回應方式
Business Partners 合作夥伴	<ul style="list-style-type: none"> <li>◆ Operation with integrity 誠信經營</li> <li>◆ Fair competition 公平競爭</li> <li>◆ Compliance with laws and fulfilment of agreements 依法履約</li> <li>◆ Mutual benefits and achievements 互利共贏</li> </ul>	<ul style="list-style-type: none"> <li>◆ Review and assessment meetings 審查與評估會</li> <li>◆ Business communication 商務溝通</li> <li>◆ Discussion and exchange of opinions 交流研討</li> <li>◆ Negotiation and cooperation 洽談合作</li> </ul>
Customers 客戶	<ul style="list-style-type: none"> <li>◆ Quality products and services 優質產品與服務</li> <li>◆ Health and safety 健康與安全</li> <li>◆ Compliance with laws and fulfilment of agreements 依法履約</li> <li>◆ Operation with integrity 誠信經營</li> </ul>	<ul style="list-style-type: none"> <li>◆ Customer service centre and hotline 客戶服務中心和熱線</li> <li>◆ Customer opinion survey 客戶意見調查</li> <li>◆ Customer meetings 客戶溝通會議</li> <li>◆ Social media platforms 社交媒體平台</li> <li>◆ Return visit 回訪</li> <li>◆ Customers' feedback 客戶回饋</li> </ul>
Environment 環境	<ul style="list-style-type: none"> <li>◆ Fulfilment of emission standards 達標排放</li> <li>◆ Energy saving and emission reduction 節能減排</li> <li>◆ Protection of ecosystem 保護生態</li> </ul>	<ul style="list-style-type: none"> <li>◆ Communication with local environmental departments 與當地環境部門交流</li> <li>◆ Communication with local residents 與當地居民溝通</li> <li>◆ Submission of reports 報表報送</li> <li>◆ Research and inspections 調研檢查</li> </ul>
Industry 行業	<ul style="list-style-type: none"> <li>◆ Formulation of industrial standards 行業標準制定</li> <li>◆ Promotion of industrial development 促進行業發展</li> </ul>	<ul style="list-style-type: none"> <li>◆ Participation in industry forums 考察互訪</li> <li>◆ Mutual visit and inspection 參與行業論壇</li> </ul>

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## 五菱汽車的企業社會責任

Stakeholders 持份者	Requirements and Expectations 要求和期望	Means of Communication and Response 溝通及回應方式
Employees 員工	<ul style="list-style-type: none"> <li>◆ Protection of rights 權益維護</li> <li>◆ Occupational health 職業健康</li> <li>◆ Remunerations and benefits 薪酬福利</li> <li>◆ Career development 職業發展</li> <li>◆ Humanity cares 人文關懷</li> </ul>	<ul style="list-style-type: none"> <li>◆ Employee meetings 員工溝通會</li> <li>◆ Company's internal publications and intranet 公司內刊和內聯網</li> <li>◆ Mailbox for employees 員工信箱</li> <li>◆ Training and workshops 培訓與工作坊</li> <li>◆ Activities for employees 員工活動</li> </ul>
Community and the Public 社區及公眾	<ul style="list-style-type: none"> <li>◆ Improvement of community environment 改善社區環境</li> <li>◆ Participation in charity affairs 參與公益事業</li> <li>◆ Information transparency 資訊公開透明</li> </ul>	<ul style="list-style-type: none"> <li>◆ Company's website 公司網站</li> <li>◆ Company announcements 公司公告</li> <li>◆ Interviews by media 傳媒採訪</li> <li>◆ Social media platforms 社交媒體平台</li> <li>◆ Volunteering activities 義工活動</li> </ul>

Meanwhile, the Group has commissioned an independent third-party consultancy during the Year to assist in performing an internal trial materiality assessment on the Group's business operation situation and nature. Through inviting our internal stakeholders to complete a set of questionnaires, we understand their degree of concerns towards each material aspect, hence could preliminarily identify the corresponding material aspects for internal stakeholders. This internal investigation process will help the Group to conduct more effective materiality assessments for internal and external stakeholders in the future. The results of this materiality assessment for internal stakeholders also act as a reference for the Group's internal management.

與此同時，本集團於本年度委託獨立協力廠商顧問，協助本集團根據業務營運情況及經營性質於內部試行重要性評估。透過邀請內部持份者進行問卷調查，我們瞭解到他們對各項重要議題的關注程度，從而初步識別對內部持份者而言的重要議題。此次內部調查過程將對本集團於日後進行更有效的內部及外部持份者重要性評估帶來幫助。是次內部持份者的評估結果亦作為本集團內部管理的參考。

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### 五菱汽車的企業社會責任

#### MATERIALITY ASSESSMENT

In order to formulate a clear direction and roadmap for ESG management, the Group has conducted materiality assessment during the Year to identify ESG issues that are material to the business of the Group and its stakeholders. The assessment is based on internal stakeholder surveys, opinions and analysis from the third-party ESG professional, as well as materiality maps provided by well-known external institutions<sup>1</sup>. The results of the assessment have also been the reference for the Group to enhance its internal management, and will further engage more different stakeholders so as to collect their precious advice for the development of the Group. During the Year, the Group has identified 10 material ESG issues, which will be further discussed in the Report.

#### 重要性評估

為清晰及有效地制定 ESG 管理方針，本集團於本年度進行了重要性評估，以識別對本公司業務及其持份者至關重要的 ESG 議題。此重要性評估是基於內部持份者問卷調查、協力廠商 ESG 專業機構的意見分析及知名外部機構提供的重要性圖譜<sup>1</sup>所確立。是次評估結果亦作為本集團加強內部管理參考之用，並將在未來增加不同持份者的參與度，以收集彼等就本集團發展所提出的寶貴意見。本年度，本集團識別了10項ESG相關的重要議題，並將於本報告中重點討論。

Material Issues 重要議題	Relevant Sections 相關章節
Exhaust gas and wastewater management 廢氣及廢水管理	• Emission of Exhaust Gas, Emission of Wastewater 廢氣排放、廢水排放
Greenhouse gas emissions 溫室氣體排放	• Greenhouse Gas Emissions 溫室氣體排放
Development in clean technology 清潔技術發展	• New Energy Vehicles 新能源汽車
Employment Compliance 僱傭合規	• Employees' Rights and Interests, Caring for Employees, Health and Safety 員工權益、關愛員工、健康與安全
Occupational health and safety 職業健康與安全	• Health and Safety 健康與安全
Supply chain management 供應鏈管理	• Supply Chain Management 供應鏈管理
Product quality and safety 產品質量及安全	• Product Quality 產品質量
Intellectual property protection 保護知識產權	• Protection of Intellectual Property 保護知識產權
Research and development 研究及開發	• Product Responsibility 產品責任
Anti-corruption 反貪污	• Anti-corruption 反貪污

<sup>1</sup> The materiality maps referenced in the materiality assessment include the ESG Industry Materiality Map and the SASB Materiality Map produced respectively by Morgan Stanley Capital International (MSCI) and the Sustainability Accounting Standards Board (SASB).

<sup>1</sup> 重要性評估分別參考由摩根士丹利資本國際公司 (MSCI) 提供的 ESG 行業重要性圖譜及永續會計準則委員會 (SASB) 提供的重要性圖譜。

## ENVIRONMENTAL PROTECTION

### 環境保護

Environmental protection is a priority to the Group. We are conscientious about the potential impacts that our business actions have on the environment and hence we strive to reduce the corresponding impacts by adopting a number of measures. The Group ensures that the member companies and their respective departments will observe and comply with the applicable national laws and regulations regarding environmental protection, including but not limited to the Environmental Protection Law of the People's Republic of China, Atmospheric Pollution Prevention and Control Law of the People's Republic of China, Water Pollution Prevention and Control Law of the People's Republic of China and Law of the People's Republic of China on the Prevention and Control of Environmental Pollution Caused by Solid Waste, and has implemented environmental management work in accordance with the requirement of ISO14001:2015 Environmental Management System. During the Year, Wuling Industrial, Wuling Liuji, Liuzhou Zhuotong, Chongqing Zhuotong and Shandong Branch have devoted approximately RMB11.30 million in environmental protection (2020: around RMB19.923 million). Looking ahead, we will keep on strengthening our environmental protection efforts as well as developing up-to-date programmes to care for the environment.

### BUILDING AN ENVIRONMENTALLY FRIENDLY ENTERPRISE

The Group introduces and promotes advanced technologies, carries out energy-saving and emission reduction projects such as the improvement of key equipment efficiency, waste heat utilisation, motor efficiency improvement, green lighting, water-saving technology transformation and transformation of coating exhaust gas treatment technology, and is committed to establishing Wuling Group as an environmentally friendly enterprise. We will continue to increase the proportion of clean energy used in the energy structure, reduce energy resource consumption, and reduce greenhouse gases and sewage discharge. The Group uses energy-saving and emission-reduction technologies to establish an energy monitoring system that integrates energy monitoring equipment installation and data collection, energy monitoring platform, and reporting systems to fully grasp energy data and control energy usage. During the Year, the Group has improved the efficiency of the variable-frequency drive in pump room that saves 20% of electricity.

本集團視環境保護為當務之急，認真審視業務對環境造成的潛在影響，並致力採取措施以減少有關影響。本集團確保各成員公司及其相關部門均遵守及符合國家有關環保的法例及法規，包括但不限於《中華人民共和國環境保護法》、《中華人民共和國大氣污染防治法》、《中華人民共和國水污染防治法》及《中華人民共和國固體廢物污染環境防治法》，並依照ISO14001：2015環境管理體系要求落實環境管理工作。本年度，五菱工業、五菱柳機、柳州卓通、重慶卓通及山東分公司於環保方面投入了約人民幣11,300,000元（二零二零年：約人民幣19,923,000元）。展望未來，我們將繼續致力保護環境及制訂與時俱進的愛護環境方案。

### 打造環保型企業

本集團引進及推廣先進技術，開展重點設備效能提升、餘熱利用、電機效能提升、綠色照明、節水技術改造、塗裝廢氣處理技術改造等節能減排項目，致力打造五菱集團為環保型企業。我們會繼續提高能源結構中使用清潔能源的比例，降低能源資源消耗，減少溫室氣體及污水排放。本集團採用節能減排技術，建立集能源監控設備安裝與數據採集、能源監控水準、報表系統於一體的能源監控系統，以全面掌握能源數據及控制能源使用。本年度，本集團對水泵房電機變頻進行改造，節能達20%。



## ENVIRONMENTAL PROTECTION

### 環境保護

In addition to introducing green elements to infrastructure construction, management systems establishment and energy resource investment, we continued to practice automated production and intelligent manufacturing to earnestly develop clean production. We use multiple robots on the production line to implement automatic spraying. We are also committed to building a green supply chain from green production, supplier management, green logistics, green recycling and green packaging. Therefore, Wuling Industrial analyses and examines the impact of suppliers' product life cycles and different stages in the supply chain to implement a green supply chain. At the same time, in the product design process, we will consider the resources, energy consumptions and environmental impacts in the entire production cycle from raw materials, components and vehicle production, automobile use phase to production waste recycling, so as to achieve green manufacturing. Besides, the Group always seeks opportunities to achieve carbon reduction and aims to replace traditional energy (fossil fuel) by clean energy as the main energy source so as to achieve peak carbon emissions and carbon neutrality. In 2020, the Group started to operate the first photovoltaic power station in Liuzhou industrial zone. During the Year, the Group has consumed over 4,300,000 kWh electricity and reduced standard coal consumption by 1,721 tonnes. The Group further put the idea of green production into practice by reducing 4,291 tonnes of carbon dioxide, 129 tonnes of sulphur dioxide and 65 tonnes of nitride.

In the future, we will continue to focus on the green development model of high efficiency, energy saving, environmental protection, non-toxicity and harmless. We strive to enhance the green technology service capabilities, promote green manufacturing, and provide customers with green, energy-saving and efficient products.

除了在基礎設施建設、管理體系構建和能源資源投入中加入綠色元素外，我們持續實踐自動化生產和智能製造，以積極發展清潔生產。我們在生產線上使用多台機器人，落實自動噴塗。我們亦致力從綠色生產、供應商管理、綠色物流、綠色回收到綠色包裝等方面構建綠色供應鏈。因此，五菱工業對供應商的產品生命週期的影響和供應鏈中不同階段進行分析和考察，以落實綠色供應鏈。同時，在產品設計過程中，我們會考慮從原材料、零部件及整車生產、汽車使用階段到生產廢品回收的整個生產週期中的資源、能源消耗以及對環境的影響，從而達致綠色製造。此外，本集團亦一直尋求減碳的機會，務求以清潔能源取代傳統能源，以實際行動助力碳達峰、碳中和。上年度，本集團於柳州興建的首座園區光伏電站已投入運作。本年度，本集團已累計使用光伏清潔能源電量4,300,000千瓦時，減少標煤消耗量1,721噸、二氧化碳排放量4,291噸、二氧化硫排放量129噸，以及氮化物排放量65噸，進一步實踐我們綠色製造的理念。未來，我們將繼續圍繞高效、節能、環保、無毒無害的綠色發展模式，致力提升綠色技術服務能力，推動綠色製造，為客戶提供綠色、節能、高效的產品。

未來，我們將繼續圍繞高效、節能、環保、無毒無害的綠色發展模式，致力提升綠色技術服務能力，推動綠色製造，為客戶提供綠色、節能、高效的產品。

## ENVIRONMENTAL PROTECTION 環境保護



Assembly Line of Specialised Vehicles  
專用車裝配生產線



Smart Logistics  
智慧物流

### NEW ENERGY VEHICLES

In response to the global call for environmental protection and the national objective of carbon neutrality, the Group proactively expands the market of green products, providing its customers with quality and environmentally friendly options and hence building a green city. As the traditional automotive industry is undergoing the transformation to new energy vehicles, the Group grasps the opportunity to accelerate the development of new driving forces, launching new energy logistics vehicles, electric cruisers, electric sightseeing cars and 5G intelligent driving sightseeing cars in succession. New energy vehicles, replacing traditional petroleum vehicles and utilising low-carbon energy, are critical for reducing carbon emissions from road traffic. As a nationally renowned automotive manufacturer, the Group strives to construct a new energy logistic chain in the city, and meanwhile demonstrates the determination to arrange a new energy market, hence to fulfil the promise of green transportation and achieve the aim of providing appropriate new energy products to society.

### 新能源汽車

為響應全球對於環境保護的號召，以及國家碳中和目標，本集團積極拓展綠色產品的市場，為客戶提供高質量且環保的選擇，助力建設綠色都市。本集團緊緊抓住傳統汽車企業向新能源汽車轉型的契機，加快發展新動能，陸續推出新能源物流車、純電動巡邏車、純電動觀光車及5G智慧駕駛觀光車等系列產品。新能源汽車替代了傳統燃油車，改用低碳能源，是減少交通上的碳排放的主要路徑。作為國內知名汽車廠商，本集團致力打造城市新能源物流鏈的同時，彰顯企業佈局新能源市場的決心，實踐綠色運輸承諾以及為社會提供適用新能源產品的初衷。

## ENVIRONMENTAL PROTECTION

## 環境保護

## New Energy Logistics Vehicles

## 純電動物流車

## Capital Increase In Wuling New Energy

## 增資五菱新能源

On 1 December 2021, Wuling Motors published an voluntary announcement of the “Voluntary Announcement Letter of Intent in relation to Assets Restructuring and Capital Contribution to Wuling New Energy”, pursuant to which, the Company, Guangxi Automobile Holdings Limited, Wuling Industrial and Wuling New Energy reached an intention in relation to the proposed assets restructuring and capital contribution to Wuling New Energy, with an aim to integrate all resources of the Group and focus on the new energy vehicle sector with Wuling New Energy as a platform. According to the definitive agreements to be entered into by the relevant parties, Wuling New Energy plans to integrate the assets required for the research and development, manufacturing and sales of new energy vehicles and will focus on the development of cost-effective pure electric and plug-in hybrid new energy vehicles and other new energy smart travel products. The Company invests in Wuling New Energy and it may become the controlling shareholder of Wuling New Energy in the future, which will help the Group to build a new energy vehicle business segment with unique platforms and specific business strategies, promote the long-term development of the Group’s new energy vehicle business, and further enhance the Group’s market competitiveness in the new energy vehicle sector.

五菱汽車於二零二一年十二月一日發佈《關於資產重組及向五菱新能源出資之意向書》公告，與廣西汽車集團有限公司、五菱工業及五菱新能源就建議資產重組及向五菱新能源出資達成意向，旨在以五菱新能源為平台，整合集團全部資源，聚焦新能源汽車領域。根據相關方將簽訂的最終協定，五菱新能源計劃整合新能源汽車研發、製造和銷售所需的資產，並將專注於開發打造高性價比純電動及插電混合動力新能源車，以及其他新能源智慧出行產品。本公司投資五菱新能源，未來或將成為五菱新能源控股股東，將有助於本集團打造具有獨特平台和特定業務戰略的新能源汽車業務板塊，促進本集團新能源汽車業務的長遠發展，進一步提升本集團在新能源汽車領域的市場競爭力。

Since the beginning of the Year, China’s new energy vehicle industry has shown explosive growth. The Group has made early deployment in the new energy parts business, and has developed and launched a series of electric, lightweight and intelligent core components for mid-to high-end passenger vehicles, which have been applied in many brand models. In the first half of 2021, by enhancing the level of strategic cooperation with dealers, the Group enhanced the influence of the brand industry and quickly established a mature new energy vehicle sales system. During the Year, the Group sold more than 10,000 new energy logistics vehicles, representing a year-on-year increase of 113%. The Group cooperated with major customers of ASF in Japan and ELMS in the United States to explore new models of domestic ODM and overseas travel cooperation. In 2021, the Group has signed more than 1,500 export orders for the development of new energy logistics vehicles for the North American market.

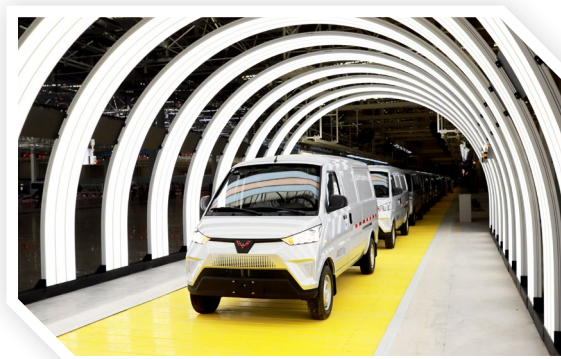
今年以來我國新能源汽車行業呈現爆發式增長，本集團在新能源零部件業務上也早有佈局，研發推出了系列電動化、輕量化、智慧化的中高端乘用車核心零部件產品，已在多個品牌車型上應用。二零二一年上半年，通過提升與經銷商戰略合作層級，提升品牌行業影響力，快速打造成熟的新能源汽車銷售體系行銷力。本年度，本集團共售出超10000台新能源物流車，同比增長113%，並與日本ASF、美國ELMS大客戶開展合作，探索國內ODM代工及海外出行合作新模式，二零二一年定向北美市場開發新能源物流車產品已簽訂1500多台的出口訂單。

Capital Increase In Wuling New Energy (Continued)

增資五菱新能源(續)

Wuling New Energy Vehicles are welcomed to our clients due to its features of low energy requirement, long driving range and high loading capacity. The logistics vehicle, in particular, caters for the needs of agricultural industry and villages. Recently, the production amount of Wuling New Energy Vehicles and the quantity sold increased subsequently, enhancing the penetration of new energy vehicle. It is promising that new energy vehicle will be more widespread, may turn into the mainstream of the car industry and eternally approach to carbon neutrality. Besides, Wuling Industrial is also dedicated to promoting the application of new energy vehicle in rural area. During the Year, Wuling New Energy Vehicles were listed in the 2021 New Energy Vehicles used for countryside activities which were held by China Association of Automobile Manufactures. During the activities, Wuling New Energy Vehicles provided villagers chances to travel greenly and also promoted rural vitalisation thoroughly. In the future, the Group will widely adopt the advanced technologies of battery electric vehicles or hybrid vehicles for vehicle production, so as to reduce carbon emissions when driving and will also obtain more new energy vehicle business resources to achieve in-depth integration and concentration of resources. We will promote the sustainable, high-quality and high-volume development of the Group's new energy business, and accelerate the layout of the new energy vehicle track.

五菱新能源汽車能耗較低，續駛里程長，載重量大等優點深受客戶青睞，物流車也更貼合廣大農村市場的使用場景需求。近年，五菱新能源汽車產量及銷售量持續增多，有效提升滲透率，未來有望取代傳統車輛，成為汽車行業的主流，一同邁向碳中和。此外，五菱工業也致力促進新能源汽車在農村地區的推廣應用。本年度，五菱新能源汽車有幸入選中國汽車工業協會的二零二一年新能源汽車下鄉活動的車型名單，助力農村居民綠色出行、創業致富及全面推進鄉村振興。將來，本集團也將廣泛生產採用純電或混合動力驅動等技術的車輛，減少車輛使用時產生的碳排放，同時獲得更多新能源車業務資源，實現資源深度整合和聚焦，促進本集團新能源業務可持續高質高量發展，加速佈局新能源汽車賽道。



New Energy Vehicles  
新能源汽車



Wuling New Energy Vehicles Base  
五菱新能源車基地

## ENVIRONMENTAL PROTECTION

## 環境保護

## Pure Electric Shared Sightseeing Car

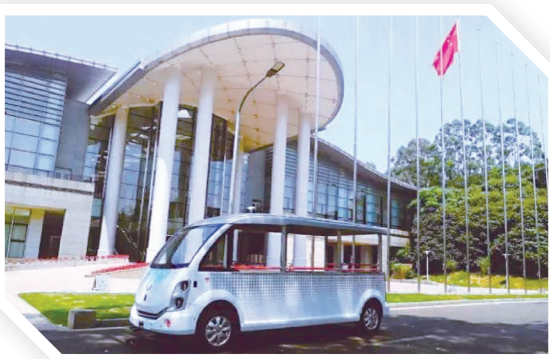
## 純電動共用觀光車

## 5G Intelligent Driving Sightseeing Car

## 5G 智慧駕駛觀光車

During the Year, Wuling Intelligent Driving Sightseeing Car was successfully selected as the 2021 National Excellent Case of Cultural and Tourism Equipment Technology Improvement by the Department of Science and Technology Education of the Ministry of Culture and Tourism. Since 2017, Wuling Industrial has started the research and development project of intelligent driving sightseeing vehicles by combining its own advantages and long-term experience in the sightseeing vehicle industry. In the process, the Group conducted trial operation simultaneously, explored the application of intelligent driving sightseeing vehicles, and accumulated experience in the promotion and application of intelligent vehicle technology and intelligent driving vehicles. Wuling Intelligent Driving Sightseeing Car is equipped with car networking system, which enables remote one-click car-hailing, remote one-click parking, fixed lines and other functions. Wuling Intelligent Driving Sightseeing Cars have been put into operation for more than one year in sites, such as Donghai Banbianshan Tourist Holiday Resort of Ningbo Xiangshan(寧波象山東海半邊山旅遊度假區), Hangzhou Xiajiang Village(杭州下姜村)and Nanning Liyuan Villa(南寧荔園山莊), and the operating routes range from 600 meters to 4 kilometers. During the period, they maintained good operation and were well received by tourists. In addition, Wuling Intelligent Driving Sightseeing Car provided test-drive services for important activities such as China-ASEAN (Liuzhou) Travel Equipment Expo. Wuling Intelligent Driving Sightseeing Car not only drives the construction of smart scenic spots, but also promotes the development of related technology industries. Wuling Industrial will also continue to accelerate technological innovation, make efforts in the research and development of core technology of intelligent driving, actively promote the transformation and application of scientific and technological innovation achievements, and further promote the high-quality development of the cultural and tourism equipment manufacturing industry.

本年度，五菱智慧駕駛觀光車成功入選文化和旅遊部科技教育司二零二一年全國文化和旅遊裝備技術提升優秀案例。自二零一七年開始，五菱工業結合自身在觀光車行業的優勢和長期積累的經驗，啟動智慧駕駛觀光車研發專案。在過程中同步開展了試運行，探索智慧駕駛觀光車的落地化應用，積累汽車智慧化的技術和智慧駕駛車輛推廣應用經驗。五菱智慧駕駛觀光車搭載車聯網系統，可實現遠端一鍵叫車、遠端一鍵泊車、固定線路等功能。五菱智慧駕駛觀光車已在寧波象山東海半邊山旅遊度假區、杭州下姜村、南寧荔園山莊等場景落地運營時長超過1年，運營線路從600米至4公里不等，期間保持良好運行，得到了廣大遊客的好評。另外，五菱智慧駕駛觀光車在中國—東盟(柳州)旅遊裝備博覽會等重要活動上提供試乘服務。五菱智慧駕駛觀光車不僅帶動了智慧景區建設，也將推動相關技術產業的發展。五菱工業也將繼續加快技術創新，在智慧駕駛核心技術的研發上發力，積極推動科技創新成果轉化應用，進一步促進文化和旅遊裝備製造業高品質發展。



The use of 5G smart driving sightseeing cars

5G 智慧駕駛觀光車的使用情況

## EMISSIONS AND WASTES MANAGEMENT

In order to reduce the amount of emissions and wastes generated from business operation, the Group endeavours to strictly comply with the relevant national laws and regulations on emissions prevention and control. In addition, the Group has installed and adopted effective systems in collecting and handling emissions and wastes, which include exhaust gas, wastewater and other hazardous and non-hazardous industrial wastes generated from the manufacturing process.

### Emission of Exhaust Gas

The types of industrial exhaust gas generated by the Group mainly include welding smoke, casting smoke, and exhaust gas from machine testing, coating and electrophoresis processes. Welding smoke is emitted after being treated by the fume treatment system. Casting sand smoke is emitted after being treated by bag filter. Casting core smoke is emitted after being absorbed by alkaline scrubber. Exhaust gas from machine testing is emitted after being treated by the three-way catalytic converter. Exhaust gas from electrophoresis is emitted after being burnt under high temperature by the regenerative thermal oxidizer. In addition, hermetic robots are for automatic paint spraying in the coating production line. After treating paint exhaust gas through purifying devices, most of the air is circulated back into the system, and the remaining exhaust gas is discharged into the regenerative thermal oxidizer for incineration together with the oven exhaust gas, so as to achieve zero emission of the paint spraying exhaust gas. Emission of the treated exhaust gas was emitted in compliance with the national and local standards. Furthermore, Wuling Industrial's welding fume extraction system also helps reduce welding emissions. During the Year, Wuling Industrial installed activated carbon treatment system in small parts spray painting area and paint mixing room to effectively filter out pollutants in exhaust gas.

## 排放物及廢棄物管理

為減少業務營運中產生的排放物及廢棄物，本集團嚴格遵守國家有關污染防治的法例及法規，並安裝及採用有效的系統，以收集及處理排放物及廢棄物，包括在製造過程中產生的廢氣、廢水及其他有害及無害工業廢棄物。

### 廢氣排放

本集團產生的工業廢氣主要包括焊接煙塵、鑄造煙塵、試機廢氣、塗裝廢氣及電泳廢氣。其中，焊接煙塵經煙塵處理系統處置後排放；鑄造碾砂段的廢氣經布袋除塵器處理後排放；鑄造制芯的廢氣經鹼式噴淋塔吸收處理後排放；試機廢氣經三元催化反應器處理後排放；電泳廢氣經蓄熱式高溫氧化爐高溫燃燒後排放。另外，通過在塗裝生產線採用密閉式機器人自動噴塗，噴塗廢氣經廢氣淨化裝置處置後，大部分的空氣於系統內迴圈使用，剩下的廢氣則與烘爐廢氣一同排入蓄熱式高溫氧化爐進行焚燒處理，實現噴塗廢氣零排放。經處理後的廢氣於符合國家及當地排放標準的情況下排放。此外，五菱工業的焊接煙塵除塵系統亦有助減少排放焊接廢氣。本年度，五菱工業於小件噴塗作業區與調漆間新增活性炭處理裝置，有效過濾廢氣中的污染物。

## ENVIRONMENTAL PROTECTION

## 環境保護

Member companies of the Group, including Wuling Industrial, Wuling Liuji, Liuzhou Zhuotong, Chongqing Zhuotong and Shandong Branch have conducted testing of exhaust gas during the Year. The major testing indicators of the exhaust gas of the Group covered particulates, sulphur dioxide, nitrogen oxides, toluene and xylene, in which we have primarily complied with the secondary emission limit for new pollution source of air pollutant under the Integrated Emission Standard of Air Pollutants (GB16297-1996).

The testing results of the Group's major exhaust gas in the PRC of the Year are as follows:

本年度，本集團旗下位於中國的成員公司已進行廢氣檢測，包括五菱工業、五菱柳機、柳州卓通、重慶卓通及山東分公司，而主要廢氣檢測指標為顆粒物、二氧化硫、氮氧化物、甲苯和二甲苯，並主要遵守《大氣污染物綜合排放標準》(GB16297-1996)中新污染源大氣污染物二級排放限值。

本年度，本集團於中國的主要廢氣檢測結果如下：

Air Pollutants	空氣污染物	Emission Concentration (mg/m <sup>3</sup> ) 排放濃度(mg/m <sup>3</sup> )
Particulates	顆粒物	Less than 120 少於120
Sulphur dioxide	二氧化硫	Less than 550 少於550
Nitrogen oxides	氮氧化物	Less than 240 少於240
Toluene	甲苯	Less than 40 少於40
Xylene	二甲苯	Less than 70 少於70

Apart from the aforementioned industrial exhaust gas, the Group generates exhaust gas in the use of vehicles. We have adopted measures to maintain the performance of the vehicles, including regular examinations and maintenance, maintaining correct tyre pressure and avoiding engine idling, hence to maintain the proper functioning of vehicles and to control their emissions of exhaust gas.

The data of exhaust gas emitted by vehicles of the Group are as follows:

除上述工業廢氣，本集團於使用車輛時亦會產生廢氣。我們已採取措施維持車輛性能，包括定期為車輛進行檢查及維修、維持正常胎壓，並避免空轉引擎的情況發生，以保持車輛正常運作及控制其廢氣排放。

本集團的車輛廢氣排放數據如下：

Exhaust Gas from Vehicles (Note 1)	車輛廢氣 (附註1)	2021 二零二一年	2020 二零二零年
Nitrogen oxides (kg)	氮氧化物(千克)	417	303
Sulphur oxides (kg)	二氧化硫(千克)	1	1
Particulates (kg)	顆粒物(千克)	34	27

## ENVIRONMENTAL PROTECTION

### 環境保護

#### Note:

1. The calculation is based on the “Guidelines for Accounting and Reporting Greenhouse Gas Emissions for China Electronic Equipment Manufacturing Enterprises (Trial)” issued by the National Development and Reform Commission of the PRC and the “Appendix 2: Reporting Guidance on Environmental KPIs” issued by the Stock Exchange.

#### Emission of Wastewater

The industrial wastewater generated by the Group was treated by the sewage treatment station in the factories. For example, the sewage treatment station in the automotive components production base of Wuling Industrial mainly handles the paint spraying wastewater and the electrophoresis wastewater. After separating various types of wastewater and sending them back to the balancing reservoir, “physicochemical” and “biochemical” treatment, which make use of physical chemistry and microorganisms, are used to handle the wastewater. The treated wastewater will first pass through filtration device, and then enter external sewage treatment plants through the municipal sewage drainage system for further treatment, and will be discharged after meeting the relevant discharge standards. Through optimising the production process, the Group has reduced the production of industrial wastewater. For example, we have improved the product washing process in some of the working unit and modified the washing machines which keep running during the production process, so as to reduce the amount of industrial wastewater and the use of water.

During the Year, member companies of the Group, including Wuling Industrial, Wuling Liuji, Liuzhou Zhuotong, Chongqing Zhuotong and Shandong Branch have conducted wastewater testing. The major testing indicators of the wastewater of the Group covered pH value, suspended solids, chemical oxygen demand and five-day biochemical oxygen demand, in which we have primarily complied with the maximum discharge concentration applicable for type I pollutants and tertiary standard of maximum discharge concentration applicable for type II pollutants under the Integrated Wastewater Discharge Standard (GB8978-1996).

#### 附註：

1. 根據中國國家發展和改革委員會發佈的《陸上交通運輸企業—溫室氣體排放核算方法與報告指南（試行）》及香港聯交所刊發的附錄2《環境關鍵績效指標匯報指引》計算所得。

#### 廢水排放

本集團產生的工業廢水會經各工廠的污水處理站處置。例如，五菱工業汽車零部件生產基地的污水處理站主要處理噴塗廢水和電泳廢水，各類廢水分質分流進入調節池處理後，再進入「物化」及「生化」的處理工序，即經物理化學方式及微生物進行處理。我們處理過的廢水會先經過過濾裝置，再通過市政管網進入外部污水處理廠作後續處理，並確保工業廢水符合有關排放標準方可排放。本集團透過優化生產工藝減少產生工業廢水，例如我們改進部分車間的產品水洗過程，優化原來於生產過程中不停運轉的水洗機器，從而減少工業廢水及用水量。

本年度，本集團旗下位於中國的成員公司已進行廢水檢測，包括五菱工業、五菱柳機、柳州卓通、重慶卓通及山東分公司，而主要廢水檢測指標為pH值、懸浮物、化學需氧量和五日生化需氧量，並主要遵守《污水綜合排放標準》（GB8978-1996）中第一類污染物最高允許排放濃度和第二類污染物最高允許排放濃度三級標準。



## ENVIRONMENTAL PROTECTION

### 環境保護

The testing results of the Group on its major wastewater in the PRC of the Year are as follows:

本年度，本集團於中國的主要廢水檢測結果如下：

Water Pollutants	水污染物	Discharge Concentration 排放濃度
pH value	pH值	Between 6 to 9 6到9之間
Suspended solids	懸浮物	Less than 400 mg/L 少於400 mg/L
Chemical oxygen demand	化學需氧量	Less than 500 mg/L 少於500 mg/L
Five-day biochemical oxygen demand	五日生化需氧量	Less than 300 mg/L 少於300 mg/L

### Management of Wastes

The Group's waste production includes non-hazardous wastes and hazardous wastes. The non-hazardous wastes include general garbage and industrial wastes. We strictly comply with Environmental Protection Law of the People's Republic of China, Law of the People's Republic of China on the Prevention and Control of Environmental Pollution Caused by Solid Wastes and related regulations, and a professional collector will be entrusted to collect the general garbage after centralised collection and will transfer the garbage to local environmental hygiene department for further treatment. With respect to the industrial wastes, the Group collects and reuses the recyclable industrial wastes, such as off cut materials, shaved metal, non-ferrous metals, auto-parts, packaging materials, waste woods, waste paper cartons and other recyclable industrial solid wastes. The types of hazardous wastes generated by the Group include paint residue, sludge, activated carbon, phosphorous slag, waste solvent, waste mineral oil, waste emulsion and paint buckets. All hazardous wastes are regularly collected and are safely stored in temporary warehouse in accordance with the Regulations on the Safety Management of Hazardous Chemicals and Standard for Pollution Control on Hazardous Waste Storage (GB18597-2001), and are treated by units with operation permits for hazardous wastes treatment.

### 廢棄物管理

本集團所產生的廢棄物可分為無害廢棄物及有害廢棄物。無害廢棄物包括一般垃圾及工業廢棄物。我們嚴格遵守《中華人民共和國環境保護法》、《中華人民共和國固體廢物污染環境防治法》等有關規定，集中收集一般垃圾後，由專業清運單位交由當地環衛部門處理。針對工業廢棄物，本集團將可重用的工業廢棄物統一回收再處置利用，當中包括邊料類、金屬屑類、有色金屬類、汽配類、包裝物類、廢木頭、廢紙箱及其它可回收的工業固體廢物。有害廢棄物則包括生產過程中產生的漆渣、污泥、活性炭、磷化渣、廢溶劑、廢礦物油、廢乳化液及油漆包裝桶等。所有有害廢棄物均遵照《危險化學品安全管理條例》及《危險廢物貯存污染控制標準》(GB18597-2001)定期收集及妥善存放於臨時倉庫，並由持有有害廢棄物經營許可證的單位進行無害化處理。

## ENVIRONMENTAL PROTECTION

### 環境保護

The data of wastes generated by the Group are as follows: 本集團所產生的廢棄物的數據如下：

Wastes	廢棄物	2021 二零二一年	2020 二零二零年
Total non-hazardous wastes produced (tonnes) (Note 1)	無害廢棄物產生總量(噸)(附註1)	54,343	53,199
Intensity of non-hazardous wastes (tonnes/RMB million revenue)	無害廢棄物量密度 (噸/人民幣百萬元收益)	3.77	3.46
Total hazardous wastes produced (tonnes) (Note 2)	有害廢棄物產生總量(噸)(附註2)	872	1,013
Intensity of hazardous wastes (tonnes/RMB million revenue)	有害廢棄物量密度 (噸/人民幣百萬元收益)	0.06	0.07

Notes:

- The calculation is based on the actual weight of non-hazardous wastes generated by the Group, including edge materials, scrap metals, non-ferrous metals, auto parts, packaging materials, waste wood, waste paper cartons and general garbage. Other non-hazardous wastes such as general garbage and food waste are transferred to Links Cleaning CO. Limited for further treatment, so the data on these non-hazardous wastes are currently not disclosed.
- The calculation is based on the actual weight of hazardous wastes.

附註：

- 根據本集團所產生的無害廢棄物，即邊料類、金屬屑類、有色金屬類、汽配類、包裝物類、廢木頭、廢紙箱及一般垃圾的實際重量統計所得。而其他無害廢棄物，例如一般垃圾和廚餘，則由協力廠商清潔公司收集清運，因此暫不作披露。
- 根據有害廢棄物的實際重量計算所得。

### Greenhouse Gas Emissions

The Group's emissions of greenhouse gas during operation process mainly cover three scopes of emissions, including direct emissions from fossil fuel combustion, energy indirect emissions from purchased electricity, and other indirect emissions from business travels, fresh water and sewage treatment by government authorities, and waste paper disposal at landfills.

### 溫室氣體排放

本集團於營運過程中排放的溫室氣體主要涵蓋三個範疇的排放，包括來自化石燃料燃燒造成的直接排放、來自外購電力造成的能源間接排放，以及來自出外公幹、政府部門處理食水和污水、廢紙棄置於堆填區所造成的其他間接排放。

## ENVIRONMENTAL PROTECTION

## 環境保護

The data of greenhouse gas emissions of the Group are as follows:

本集團的溫室氣體排放數據如下：

Greenhouse Gas Emissions	溫室氣體	2021 二零二一年	2020 二零二零年
Total greenhouse gas emissions (tonnes CO <sub>2</sub> e)	溫室氣體排放總量 (噸二氧化碳當量)	100,833	141,758
Scope 1 — Direct emissions (tonnes CO <sub>2</sub> e) (Note 1)	範圍一 — 直接排放 (噸二氧化碳當量)(附註1)	6,681	10,766
Scope 2 — Energy indirect emissions (tonnes CO <sub>2</sub> e) (Note 2)	範圍二 — 能源間接排放 (噸二氧化碳當量)(附註2)	93,547	130,245
Scope 3 — Other indirect emissions (tonnes CO <sub>2</sub> e) (Note 3)	範圍三 — 其他間接排放 (噸二氧化碳當量)(附註3)	606	747
Intensity of greenhouse gas emissions (tonnes CO <sub>2</sub> e/RMB million)	溫室氣體排放密度 (噸二氧化碳當量/人民幣 百萬元收益)	7.00	9.22

Notes:

附註：

- Scope 1 — Direct emissions refers to the direct emissions from the businesses the Group owns or controls. The calculation is based on the “Guidelines for Accounting and Reporting of Greenhouse Gas Emissions” issued by the National Development and Reform Commission of the PRC and the “Appendix 2: Reporting Guidance on Environmental KPIs” issued by the Stock Exchange.
  - Scope 2 — Energy indirect emissions refers to the indirect greenhouse gas emissions from the Group’s purchased or obtained electricity. The Group’s energy indirect greenhouse gas emissions come from purchased electricity only. The calculation is based on the emission factors from the “Average Carbon Dioxide Emission Factors of China Regional Power Grid 2011 and 2012” issued by the National Development and Reform Commission of the PRC.
  - Scope 3 — Other indirect emissions covers other indirect emissions generated outside of the Group including emission from employee’s business trips, water treatment and disposal of paper. The calculation is based on the International Civil Aviation Organization Carbon Emissions Calculator and the “Appendix 2: Reporting Guidance on Environmental KPIs” issued by the Stock Exchange.
- 範圍一直接排放是指本集團擁有或控制的業務的直接排放。此乃根據中國國家發展和改革委員會所刊發的《溫室氣體排放核算方法與報告指南》及香港聯交所刊發的附錄2《環境關鍵績效指標匯報指引》計算所得。
  - 範圍二能源間接排放是指由本集團購買或取得能源所產生的間接溫室氣體排放。本集團的能源間接溫室氣體排放只來自外購電力。電力數據乃根據中國國家發展和改革委員會發佈的《2011年和2012年中國區域電網平均二氧化碳排放因數》計算所得。
  - 範圍三其他間接排放涵蓋在本集團以外發生的其他間接排放，包括員工出差、水及污水處理以及紙張堆填處置。此乃根據國際民航組織碳排放計算器、清華大學所刊發的《中國城市供水系統能耗研究》和《我國城市污水能耗規律的統計分析與定量識別》，及香港聯交所刊發的附錄2《環境關鍵績效指標匯報指引》計算所得。

## ENVIRONMENTAL PROTECTION

### 環境保護

As a responsible corporate citizen, the Group spares no effort in reducing greenhouse gas emissions. We have installed natural gas burners in some of the working units to indirectly reduce the amount of purchased electricity through the application of clean energy. This is the sixteenth year of our trees planting work for environmental greening. We continue planting trees and resurfacing turf around our community, so as to create a better living environment for the community. During the Year, we planted a number of osmanthus, eucalyptus, banyan, bauhinia, erythrina, white magnolia and other trees in the community where the Group operates and replanted withered plants in the community. The trees planted have helped reduce the Group's greenhouse gas emissions by 103 tonnes of carbon dioxide equivalent.

### USE OF RESOURCES

In regard to the use of resources, the Group always acts in accordance with the principles of rational use and efficiency enhancement. Through the creation of standard documents, the formulation of training courseware of standards and tools, the construction of 3 levels in Built-in Quality (BIQ) will be fully promoted. Guided by the flow of value, the Group also actively promotes the application of Industrial Engineering ("IE") tools based on our manufacturing systems. Various types of IE tools are applied in the flow of information, technology and logistics to carry out comprehensive consideration and improvement, so as to reduce various types of wastage during the production process, as well as to greatly enhance the accuracy of delivery period and the pace of production. The Group also actively promotes digitalisation in supply chain. We have established an open supplier chain coordination platform, which enables us to build relevant systems for managing the procurement, and thereby achieving systematic management of the entire chain and lowering operation cost of the supply chain. This helps the Group to expand its business, carry out data analysis and provide financial service in supply chain. We carry out data mining to support the Group's decision making and thereby build the supply chain ecosystem in the industry. In the meantime, we have created a platform for the exchange of experience, where improvement measures on technologies, knowledge on cost reduction, quality improvement, maintenance skills and others with promotion values are included. This enables different regions, bases and member companies to draw on successful experience, which can be promptly applied in their production and operation to facilitate the Group's work in cost reduction and efficiency enhancement.

作為負責任的企業公民，本集團對於減少溫室氣體排放亦不遺餘力。我們於部分車間安裝天然氣燃燒機，透過清潔能源的應用間接減少外購電力。踏入本集團為綠化環境而種植樹木的第十六個年頭，我們繼續在社區周邊種植樹木和重鋪草坪，致力為社區打造更好的生活環境。本年度，我們為部分經營所在社區種植多株桂花樹、桉樹、榕樹、洋紫荊、刺桐及白玉蘭等樹木，並對社區枯死的花草樹木進行補種。所種植的樹木亦為本集團減排了約103噸二氧化碳當量的溫室氣體。

### 資源運用

本集團於資源運用方面，一直本著合理使用及提高效益的理念，通過建立標準文件和制定標準及工具類培訓課件，全面推進製造質量(BIQ)三級標準建設。我們亦圍繞製造系統深入推進工業工程(「IE」)工具的應用，以價值流為主導，在信息流、工藝流、物流中運用各類IE工具進行整體思考和改進，減少生產過程中各種浪費，並使產品的交付期、生產節奏等均大幅提升。本集團亦積極推動供應鏈信息化，設立開放式供應鏈協調平台，通過建設相關系統管理採購流程，達到全鏈條系統化管理，降低供應鏈運營成本。此舉有助本集團拓展業務並進行數據分析，以及提供供應鏈金融服務等。我們通過數據挖掘，為本集團的決策提供參考根據，藉以打造行業供應鏈生態圈。與此同時，我們建立交流平台，將工藝、降本知識、質量改善、維修技能及其他有推廣價值的改善措施納入交流平台中，讓各區域、基地和成員公司共同借鑒成功經驗，並及時應用到生產及營運當中，為本集團降本增效工作作出貢獻。

## ENVIRONMENTAL PROTECTION

### 環境保護

The Group also promotes digital transition in the industry through the platform, in which we enhanced the operation mechanism, shared data and resources, utilised different roles and approaches. We focused on promoting new model of smart production, and connecting the chain of data in different steps of production among enterprises. In the meantime, we encouraged enterprises to explore the value of data, achieve synergy in different aspects such as design, production, logistics and warehousing, and establish a production and operation management system that is led by large scale customisation and able to respond to consumers' needs effectively and promptly. Furthermore, we spare no effort in developing smart production unit, smart production line, smart production plants and smart factories. With demonstration and promotion and sharing technologies, we guided enterprises to use advanced technologies and intelligent equipment and promote the intelligent transformation of equipment, so as to foster the attainment of higher level in smart production among the industry.

#### Energy Management

Based on the Group's principles of adequate, reasonable and efficient use of energy resources, it strives to raise efficiency, use energy-saving equipment and apply innovative energy-saving technologies.

We have established energy-saving management programmes aiming at energy saving, consumption reduction, environmental pollution reduction and economic efficiency enhancement, and have implemented numerous procedures for optimising energy consumption and reducing electricity consumption. Under such programmes, each department is responsible for managing of their energy consumption. This encompasses the execution of the energy quota as well as target setting for electricity and water saving. Each department is also responsible for analysing its own energy consumption, so as to develop and implement control measures, and take corrective measures when necessary. Apart from energy-saving management programmes, we have also established an energy management system that manages the energy consumption of power system, fire control system, compressed air system and steam system.

本集團亦積極帶領平台通過完善運營機制、共用數據資源、選擇不同的作用點、重點和方法推動行業數字化轉型。我們重點推廣智慧製造新模式，著力打通企業生產過程中各環節的數據鏈。與此同時，我們鼓勵企業深入挖掘數據價值，促進設計、生產、物流、倉儲等方面的協同，以大規模定製為主導，建立能滿足消費者需求且能快速有效反饋的生產運行管理體系，促進製造業發展模式。我們亦著力開展智能製造單元、智能生產線、智能車間、智能工廠建設，通過示範推廣、技術對接，引導企業應用先進技術和智能化裝備，推進裝備智能化改造，從而促進企業智能製造水準之提升。

#### 能源管理

本集團以充分、合理及有效地利用能源為核心原則，盡最大努力提高效率，並使用節能設備及應用創新節能技術。

我們已制定節能管理計劃，以節約能源、降低消耗、減少環境污染及提高經濟效益為目標，並實施多項優化能源使用及降低電力消耗的程式。根據該計劃，各部門負責管理各自能源消耗情況，包括實施能源配額及訂立節水、節電的目標，同時擔當分析各自能源消耗的角色，以制訂及實施相關控制措施，並於有需要時採取糾正措施。除此之外，我們亦已建立能源管理系統，以管理電力系統、消防系統、壓縮空氣系統及蒸汽系統的能源消耗。

## ENVIRONMENTAL PROTECTION 環境保護

The data of energy consumption of the Group are as follows: 本集團的能源使用數據如下：

Energy Consumption	能源使用	2021 二零二一年	2020 二零二零年
Total energy consumption (MWh)	能源總耗量(兆瓦時)	182,564	264,133
Intensity of energy consumption (MWh/RMB million revenue)	能源耗量密度 (兆瓦時/人民幣百萬元收益)	12.67	17.17
Energy consumption from the use of natural gas (MWh) (Note 1)	來自天然氣使用的能源耗量 (兆瓦時)(附註1)	31,158	50,586
Energy consumption from the use of gasoline (MWh) (Note 2)	來自汽油使用的能源耗量 (兆瓦時)(附註2)	774	758
Energy consumption from the use of diesel oil (MWh) (Note 3)	來自柴油使用的能源耗量 (兆瓦時)(附註3)	101	195
Energy consumption from the purchased electricity (MWh) (Note 4)	來自外購電力的能源耗量 (兆瓦時)(附註4)	150,531	212,594

Notes:

- The calculation is based on the "Guidelines for Accounting and Reporting of Greenhouse Gas Emissions" issued by the National Development and Reform Commission of the PRC.
- The calculation is based on the national standard "Gasoline for Motor Vehicles" (GB17930-2016) and "Land Transport Enterprises — Guidelines for Accounting and Reporting of Greenhouse Gas Emissions (Trial)" issued by the National Development and Reform Commission of the PRC.
- The calculation is based on the national standard "Automobile diesel fuels" (GB19147-2016) and "Land Transport Enterprises — Guidelines for Accounting and Reporting of Greenhouse Gas Emissions (Trial)" issued by the National Development and Reform Commission of the PRC.
- The calculation is based on the actual purchased electricity consumption of the Group.

附註：

- 根據中國國家發展和改革委員會所刊發的《溫室氣體排放核算方法與報告指南》計算所得。
- 根據中國國家標準GB17930-2016《車用汽油》及中國國家發展和改革委員會發佈的《陸上交通運輸企業—溫室氣體排放核算方法與報告指南(試行)》計算所得。
- 根據中國國家標準GB19147-2016《車用柴油》及中國國家發展和改革委員會發佈的《陸上交通運輸企業—溫室氣體排放核算方法與報告指南(試行)》計算所得。
- 根據本集團外購電力的實際耗用量計算所得。

## ENVIRONMENTAL PROTECTION

### 環境保護

To conserve energy, we have implemented green lighting in the workplace. This involves installing energy-saving light bulbs in our office and manufacturing facilities, and utilising natural light whenever possible. Furthermore, we encourage our employees to switch off the lighting and air-conditioning systems in the areas of the workplace that are not in use and to switch off computers, printers and other office equipment before getting off work, so as to develop energy saving habits among our employees. We carry out regular inspections of our equipment to ensure its proper functioning and safety. Furthermore, through monitoring our monthly electricity consumption and overseeing the operation of lighting by the designated employees of each department, it is ensured that our electricity consumption is in line with our electricity management goals. In the meantime, the Group instils the concept of resource consumption reduction and environmental conservation through organising training related to carbon verification, energy management and environmental and energy laws and regulations, and has also compiled the environmental management handbook and organised training on environmental education for employees in the Year. This helps to achieve full participation of employees in environmental protection and conservation.

#### Water Resources Management

The Group aims to conserve and recycle water whenever possible during its business operation process. The Group encourages its employees to be cognizant of the water consumption in the workplace. We adopt various measures for water conservation. For instance, our water piping systems are checked regularly to ensure they are operating properly and to prevent leakage of water in all areas of the workplace. In addition, Wuling Industrial has installed automatic sensors in the water consuming appliances of the bathroom to save water. We also monitor our monthly water consumption to control our water consumption and to ensure it is in line with our water management goals.

The data relating to water consumption of the Group are as follows:

Water Consumption (Note 1)	耗水(附註 1)	2021 二零二一年	2020 二零二零年
Total water consumption (m <sup>3</sup> )	總耗水量(立方米)	1,150,079	1,393,857
Intensity of water consumption (m <sup>3</sup> /RMB million revenue)	耗水量密度 (立方米/人民幣百萬元收益)	79.82	90.61

Note:

1. The calculation is based on the actual water consumption of the Group.

為節約能源，我們已於工作場所內推行綠色照明，包括為辦公室及生產設施安裝節能燈泡，並盡可能使用自然光。我們亦鼓勵員工關閉工作場所中不必要的照明及冷氣系統，以及於每日工作結束時關上電腦及列印機等辦公設備，培養員工節約能源的習慣。我們定期檢驗設備，確保其運作正常及使用安全。此外，我們通過定期監察每月用電量及於各部門指定負責員工監察燈光運作，確保用電情況符合電力管理目標。與此同時，本集團通過舉辦碳核查、能源管理和環境、能源法律法規相關知識的培訓，並於本年度編製環境管理手冊，組織員工參與環境教育培訓，向員工灌輸減少資源消耗的環保節約觀念，實現全員參與環保節約工作。

#### 水資源管理

本集團的目標是於業務營運過程中盡可能節約及循環用水，因此本集團鼓勵員工留意工作場所的用水量，以及採取多項節約用水的措施。例如，我們定期檢查水管系統，確保其運作正常，以及防止各個工作場所出現漏水情況。此外，五菱工業將衛生間的耗水用具加裝自動感應器，以節省用水。我們亦通過監察每月耗水量，以控制用水及達到我們的水資源管理目標。

本集團的耗水數據如下：

附註：

1. 根據本集團的實際水耗用量計算所得。

## ENVIRONMENTAL PROTECTION

### 環境保護

#### Materials Usage

The Group pays serious attention to the effective use of raw materials and packaging materials. We would assess the materials usage prior to procurement to prevent wastage of resources caused by excessive stock. Meanwhile, we are committed to using less disposable materials and opt for recyclable alternatives, as well as making good use of materials through recycling the reusable materials generated from our production, activities or services.

The data relating to the packaging materials used by the Group during the Year are as follows:

#### 物料使用

本集團亦重視善用原材料和包裝物料，因此我們於採購前先評估物料用量，避免存貨過多而造成資源浪費。同時，我們盡量減少使用一次性材料及以可循環再用的材料代替，並致力回收從生產、活動或服務過程中產生的可循環利用的物料，並加以善用。

本年度，本集團的包裝物料使用數據如下：

Use of Packaging Materials (Note 1)	包裝物料使用 (附註 1)	2021 二零二一年	2020 二零二零年
Total plastic used (unit)	塑膠使用總量(個)	287,381	195,262
Intensity of plastic used (unit/ RMB million revenue)	塑膠使用量密度 (個/人民幣百萬元收益)	19.95	12.69
Total plastic used (roll)	塑膠使用總量(卷)	56,672	38,560
Intensity of plastic used (roll/ RMB million revenue)	塑膠使用量密度 (卷/人民幣百萬元收益)	3.93	2.51
Total plastic used (kg)	塑膠使用總量(公斤)	111,078	98,179
Intensity of plastic used (kg/ RMB million revenue)	塑膠使用量密度 (公斤/人民幣百萬元收益)	7.71	6.38
Total wood used (unit)	木材使用總量(個)	163,653	91,267
Intensity of wood used (unit/ RMB million revenue)	木材使用量密度 (個/人民幣百萬元收益)	11.36	5.93
Total paper cartons used (square metre)	紙箱使用總量(個)	380,178	234,627
Intensity of paper cartons used (square metre/RMB million revenue)	紙箱使用量密度 (個/人民幣百萬元收益)	26.39	23.70

Note:

- The calculation is based on the actual packaging materials of the Group.

附註：

- 根據本集團包裝物料的實際用量計算所得。



## ENVIRONMENTAL PROTECTION

### 環境保護

#### DEALING WITH CLIMATE CHANGE

Climate change is a current challenge faced by the globe. With the aim to counter the extreme weathers and natural disasters brought by climate change, the Group is actively preventing and preparing for the potential risks it brings, and keeps track of international trends as well as relevant policies and regulations issued by the national government and the governments of the regions where the business operates, so as to identify potential climate-related risks and opportunities that may have potential impacts on the Group's business.

During the Year, the Group has identified different physical risks. The Group may face the impacts brought by the increased severity of extreme weather events, changes in precipitation patterns and rising sea levels in the future. This is likely to threaten the Group's business and influence its financial performance. To be specific, more frequent natural disasters cause damage to the facilities, leading to higher maintenance cost, or projects have to be postponed, resulting in lower production capacity, etc. These have both direct and indirect impacts on the stable operation of the Group. In addition, climate change may render various transition risks, including policy and market risks such as the transition to lower-carbon technology and shifts in consumer preferences. As consumers' expectations on existing services increase, the operating costs (such as investment in technology development) of the Group will increase accordingly.

In response, the Group has carried out risk identification, formulated the "Integrated Emergency Plans for Production Safety Incidents" and established an emergency response unit with clearly defined responsibilities to better adapt to and deal with climate-related risks. The Group classifies different types of environmental emergencies and takes actions in response according to the severity of the incident. In the process of risk assessment, we also engage professionals on risk management and sustainable development in discussion as far as possible, so as to identify climate-related risks more comprehensively. On the other hand, in order to eliminate safety hazards caused by extreme weathers, we inspect and conduct maintenance for the structure of the plants regularly, as well as provide comprehensive insurance for the Group's assets. The Group also implements the internationally recognised environmental management systems ISO 14001:2015, and requires suppliers to take precautions against climate-related risks, so as to manage and monitor climate-related risks. Moreover, the Group will issue safety warnings based on the information provided by local governments and notify employees immediately, and adopt special work arrangements when necessary so as to ensure employees' health and safety.

#### 應對氣候變化

氣候變化是當前全球面對的挑戰。為了應對氣候變化帶來的極端天氣與自然災害，本集團正積極預防及準備其所帶來的潛在風險，並密切關注國際趨勢及國家和業務營運地區政府發佈的相關政策及法規，以識別可能對本集團業務產生潛在影響的相關風險及機遇。

本年度，本集團已識別出不同的實體風險。本集團有可能於未來面對更嚴重的極端天氣事件、降雨模式改變和海平面上升所帶來的影響。此有機會對本集團業務構成威脅並影響其財務表現，如更頻繁的天然災害令設施損毀，導致維修費增加，或因此而令專案需要延期執行，致使產能下降諸此種種，直接和間接地影響本集團的平穩營運。此外，氣候變化或會促使不同的過渡風險，例如低碳技術的轉型及消費者偏好轉變等政策及市場風險，隨著消費者對現有服務期望的提升，本集團的營運成本（如技術開發投資）將會因而上升。

對此，本集團已進行風險識別及制定了《生產安全事故綜合應急預案》，設立應急指揮機構並明確其職責，以更好地適應及應對氣候相關風險。本集團對各類突發環境事件進行分級，並根據事態的嚴重程度採取相應的應急措施。進行風險評估時，我們亦盡可能邀請風險管理及可持續發展方面的專業人士共同進行會議討論，以更全面地識別氣候相關風險。另一方面，為消除極端天氣所帶來的安全隱患，我們定期對廠房結構進行檢查與維修保養，並為本集團的資產提供全面的保險。本集團亦實行國際認可的環境管理體系 ISO 14001:2015，並要求供應商採取與氣候相關的風險預防措施，以管理及監察氣候相關風險。此外，本集團根據當地政府提供的資訊發佈預警，及時通知員工，於需要時採取特別的工作安排，以保障員工的健康與安全。

## HARMONIOUS WORKING ENVIRONMENT 和諧工作環境

### EMPLOYEES' RIGHTS AND INTERESTS

As employees are valuable assets of the Group, the Group attaches great importance to the rights, interests and welfare of our employees. The Group strives to hire and retain the talents by offering our employees rewarding career opportunities, ideal promotion plans, competitive remuneration and a harmonious working environment.

#### Hiring New Employees

The Group strictly complies with the laws and regulations relevant to labour policy, such as the Labour Law of the People's Republic of China, Labour Contract Law of the People's Republic of China and Provisions on the Prohibition of Using Child Labour, in the formulation and implementation of internal system for recruitment and resignation, as well as in the employment and management of employees. We formulate an annual recruitment plan according to the demand for manpower. We also consider both internal and external candidates' vocational qualifications, which are assessed based on criteria such as their product knowledge, technical skills and academic qualifications, to ensure that they enjoy equal employment opportunities irrespective of their gender, race and religion, among others. When candidates are employed, a labour contract will be signed by both parties after consultation. We also conduct identity verification and prohibit any employment of child labour or forced labour. If child labour or forced labour is found, the Group will immediately stop his/her work and investigation will be conducted to identify the breach to prevent recurrence. Upon the receipt of employees' resignation notice, the human resources department will conduct an exit interview with the employees to understand their reasons of resignation and suggestions for the Group, which act as a reference for the continual improvements for the Group.

### 員工權益

員工是本集團寶貴的資產，因此本集團重視員工的權益及福利，致力招攬及挽留人才，並向員工提供優厚工作機會、理想晉升方案、具競爭力的薪酬待遇及和諧的工作環境。

#### 招攬員工

本集團嚴格遵守《中華人民共和國勞動法》、《中華人民共和國勞動合同法》及《禁止使用童工規定》等僱傭相關的法律法規，制定及實施有關員工招聘及離職的內部制度，以對員工進行錄用及管理。我們按照人力需求制定年度招聘計劃，並按照內外求職者的產品知識、技術技能、學歷等方面評定其職業資格，保障其享有平等的受聘機會，不受性別、種族或宗教信仰等因素影響。於員工入職時，我們經雙方協商後簽訂勞動合同，並對其進行身份審查，絕不容許聘用任何童工或強制勞工。若發現童工或強制勞工，本集團將立即停止其工作，並展開調查以識別漏洞，防止事件再次發生。當接獲員工離職通知時，人力資源部會與其進行離職面談，瞭解員工離職的原因及對本集團的建議，作為本集團持續改進的參考。

## HARMONIOUS WORKING ENVIRONMENT

### 和諧工作環境

During the Year, the data relating to the Group's labour force are as follows: 本年度，本集團的勞動力數據如下：

Employment Indicators	僱傭指標	2021 二零二一年	2020 二零二零年
<b>Total number of employees</b>	<b>員工總人數</b>	<b>6,775</b>	9,545
<i>By Gender</i>	<i>按性別</i>		
Male	男性	<b>5,322</b>	7,447
Female	女性	<b>1,453</b>	2,098
Ratio of female employees at or above managerial level (%)	主管級以上女性員工比例 (%)	<b>15</b>	26
<i>By Age Group</i>	<i>按年齡組別</i>		
Below 18 years old	18歲以下	<b>1</b>	11
Between 18 and 20 years old	18歲至20歲	<b>94</b>	145
Between 21 and 30 years old	21歲至30歲	<b>2,145</b>	3,011
Between 31 and 40 years old	31歲至40歲	<b>2,362</b>	3,305
Between 41 and 50 years old	41歲至50歲	<b>1,722</b>	2,520
Between 51 and 60 years old	51歲至60歲	<b>446</b>	545
Over 60 years old	60歲以上	<b>5</b>	8
<i>By Employment Type</i>	<i>按僱傭類型</i>		
Part-time	臨時員工	<b>367</b>	367
Full-time	正式員工	<b>6,408</b>	9,178
<i>By Geographic Region</i>	<i>按地區</i>		
Number of employees stationed in Liuzhou	駐守柳州的員工人數	<b>5,102</b>	7,517
Number of employees stationed in other provinces or cities (including Qingdao, Chongqing, Hong Kong and Indonesia)	駐守其他各省市地區 (包括青島、重慶、香港及印尼)的員工人數	<b>1,673</b>	2,208
<b>Employee turnover rate (%)</b>	<b>員工的流失比率 (%)</b>	<b>10</b>	16
<i>By Gender</i>	<i>按性別</i>		
Male	男性	<b>11</b>	17
Female	女性	<b>9</b>	11
<i>By Age Group</i>	<i>按年齡組別</i>		
Below 18 years old	18歲以下	<b>0</b>	9
Between 18 and 20 years old	18歲至20歲	<b>26</b>	22
Between 21 and 30 years old	21歲至30歲	<b>18</b>	23
Between 31 and 40 years old	31歲至40歲	<b>8</b>	14
Between 41 and 50 years old	41歲至50歲	<b>5</b>	11
Between 51 and 60 years old	51歲至60歲	<b>4</b>	8
Over 60 years old	60歲以上	<b>0</b>	0
<i>By Geographic Region</i>	<i>按地區</i>		
Number of employees stationed in Liuzhou	駐守柳州的員工人數	<b>9</b>	17
Number of employees stationed in other provinces or cities (including Qingdao, Chongqing, Hong Kong and Indonesia)	駐守其他各省市地區 (包括青島、重慶、香港及印尼)的員工人數	<b>16</b>	13

## HARMONIOUS WORKING ENVIRONMENT

### 和諧工作環境

#### Employee Benefits

In order to retain top talents and to enhance employees' work performance, the Group has implemented a series of internal systems for the allocation and grading on remuneration, as well as employees' performance management, so as to provide them with competitive remuneration. Employees' remuneration is composed of two parts, namely job salary and performance-based salary. Job salary refers to the stable return for their labour work, while performance-based salary is distributed according to factors such as the performance of business operation, the performance of respective departments, and individual completion of production. In addition, we conduct an annual performance appraisal for employees in an open, fair and just manner. The results of the appraisal will be linked to remuneration rewards, training and promotion, so as to enhance our employees' work initiative. The Group also provides a year-end bonus to reward employees for their contribution.

The Group thoroughly understands the benefits of work-life balance to employees. Hence, the Group arranges work for our employees in compliance with the laws, implements standard working hours, non-standard working hours and integrated working hours according to the nature of different work positions, as well as provides them with leaves to ensure that they have sufficient rest. When overtime work is needed based on operational needs, the Group will make compensation on leaves or provide overtime salary according to the standards stipulated in the national regulations. In compliance with the relevant national laws and regulations on social insurance, we also make contributions to various social insurance charges and housing provident fund for employees. In addition, the Group provides extra enterprise annuity for employees.

#### 員工福利

為了保留頂尖人才及激勵員工的工作表現，本集團對薪酬分配、定級和員工績效管理落實了一系列的內部制度，為員工提供具競爭力的薪酬待遇。員工的薪酬分為崗位工資及績效工資兩部分：崗位工資為穩定的勞動報酬，而績效工資則按照業務經營效益、部門績效、個人完成產量等因素發放。此外，我們亦會對員工進行公開、公平及公正的年度績效考核，考核結果與薪酬激勵、培訓、職業晉升相結合，從而提升員工的工作主動性。本集團另設有年終獎勵，以慰勞員工一年來的貢獻。

本集團深明生活與工作平衡對員工的裨益，故依法為員工安排工作，根據不同崗位的性質，分別實行標準工時制、不定時工作工時制及綜合計算工時制，並提供休假福利，確保員工獲得充足休息。如員工因應本集團業務需求執行加班工作，將根據國家規定的標準獲得補休或加班工資。我們亦根據國家有關社會保險的相關法律法規，為員工繳納各項社會保險費及住房公積金。此外，本集團額外為員工繳納企業年金。

## HARMONIOUS WORKING ENVIRONMENT

### 和諧工作環境

#### CARING FOR OUR EMPLOYEES

The Group cares for our employees' welfare. As such, we have created a spectrum of caring programmes for our employees for their personal and career development, so as to maintain a strong and healthy workforce.

To cope with the needs of business expansion and care for its employees, the Group has persistently improved its logistic facilities. For instance, public rental housing and dormitories in the industrial area far away from downtown Liuzhou have been rented and furnished with domestic appliances for employees to cater for their needs. In order to enhance team cohesion, the Group has organised various production units to carry out winter activities respectively, providing heartwarming soup to employees, warming their bodies with food and their hearts with love.

#### 關愛員工

本集團關心員工福祉，因此已創建一系列員工關愛計劃，協助其個人及職業發展，以維持強大而健康的勞動力。

為配合業務之拓展及對員工之關懷，本集團不斷完善後勤保障設施，如在柳州距離市中心較遠的工業園區域承租公租房或宿舍，配置傢俱家電等配套設施，解決員工的後顧之憂，為單身員工提供住宿。我們亦為在重慶、柳州距市中心較遠之新設工業園區工作的員工提供上下班通勤車，以提供員工上下班的便利及安全保障。為提升團隊凝聚力，本集團組織各生產車間分別開展了冬日活動，提供暖心湯品給員工，以食物暖其身，以情誼暖其心。



“Heartwarming station”  
「暖心驛站」



“Heartwarming chicken soup”  
「暖心雞湯」

## HARMONIOUS WORKING ENVIRONMENT 和諧工作環境

The Group encourages employees to pursue a work-life balanced lifestyle. Hence, we have launched communication platforms for our employees and organised various social events, such as etiquette team activities and giving out birthday cakes on employees' birthdays and so on, to foster harmony in the workplace and demonstrate corporate spirit. During the Year, we have also organised various sports activities to allow employees to exercise while increasing their sense of belonging to the Group. Shandong Branch also organised four symposiums with the theme of "United as One, Make a Leap Together", so that employees can inspire each other and unite as one. In addition to organizing various activities, we also attached importance to the opinions of employees. Through the voice wall of employees, we understood and planned to solve each problem of employees, aiming to provide employees with a better and more comfortable working environment, such as construction of a parking anti-rain shed, upgrading and reconstruction of the smoke exhaust system in the welding area.

本集團鼓勵員工追求生活與工作平衡的生活模式，因此我們為員工搭建交流平台，籌辦豐富的文體活動，例如舉辦團隊活動、員工生日發生日蛋糕等，致力促進職場和諧，展現企業精神。我們亦於本年度舉辦各類職工體育活動，讓員工於運動的同時，增加對集團的歸屬感。山東分公司亦組織召開了4場以「團結一致·共造飛躍」為主題的座談會，讓員工互相勉勵，團結一心。除了舉辦各種活動外，我們亦重視員工的意見，透過員工心聲牆，瞭解及計劃解決員工的每一個問題，希望提供更優質、更舒適的工作環境給員工，例如搭建停車防雨棚、升級改造焊接區域排煙系統等。



Targeted off-road team activities  
定向越野團隊活動



Sports activities  
體育活動



Symposium on "United as One,  
Make a Leap Together"  
「團結一致·共造飛躍」座談會

## HARMONIOUS WORKING ENVIRONMENT 和諧工作環境

We have also established the Wuling Caring Fund through our labour union to provide financial aid to employees in dire needs or facing financial difficulties. In addition, in order to care for our employees' children, we distribute red packets to employees' only child on Children's Day every year. The red packets are meant for caring and providing the children some pocket money for purchasing useful items such as educational materials and medical supplies.

我們亦透過旗下工會建立了五菱關愛基金，為有迫切需要及特殊困難的員工提供財政援助。每年兒童節，我們均會向員工的獨生子女派發紅包，為其孩子提供少量零用錢以購買教育材料及醫療產品等生活物資，藉此關懷員工子女。



Raising donations to help Wuling employees overcome difficulties  
募集善款助五菱員工度難關



Visiting retired outstanding employees  
慰問退休優秀員工



Incentive activities for college entrance examinations for employees' children  
員工子女高考升學獎勵活動

# HARMONIOUS WORKING ENVIRONMENT

## 和諧工作環境

### EMPLOYEE DEVELOPMENT AND TRAINING

To unearth the potential of employees, the Group carries out appraisals on employees on a monthly, semi-annual and annual basis. Performance-based remuneration aligns with the results of appraisals to ensure rewards to employees are commensurate with their performance. The results of appraisals will also be used as important references for training, transfer of working positions, promotion, recruitment, ranking adjustment and evaluation of the employees. Besides, in order to further enhance the technical standard and relevant knowledge of the job positions of employees, the Group has also specifically designed training programmes suitable to different grades of employees. The training programmes designed for the 3 different levels of employees are as follows:

### 員工發展與培訓

為激發員工潛力，本集團對員工進行月度、半年度及年度績效考核，績效考核結果與績效工資的發放掛鉤，表現出色的員工可得到更多的獎勵，而績效考核結果同時作為員工培訓、崗位變動、晉升、聘用、職層職級調整及評優評先的重要參考依據。本集團亦針對各等級員工制訂合適的培訓計劃，提高員工專業技術水準和崗位相關知識，包括以下三個不同人員隊伍的分層培訓：

#### Training Programme for Managers

##### 管理人員隊伍培訓

- Training of the requisite basic management skills and the provision of related structured courses are provided to the managerial level employees such as directors, supervisors and senior management personnel. For example, Tsinghua University offers advanced automotive industry seminar, middle to high level personalised training, talents of the Group training programme, and other courses covering the topics such as corporate governance and financial management.

向董事、主管及高級管理人員等管理層員工提供必要的基本管理技能培訓及相關結構性課程，包括清華大學提供的汽車業高級研討班、中高層個性化培訓、集團英才培訓計劃以及涵蓋企業管治及財務管理方面知識的其他課程。

#### Training Programme for Professional Level Employees

##### 專業技術人員培訓

- Training for professional level employees encompasses investment analysis and decision making, recruitment and interviewing skills, enhancement of sales skills, auditing, management accounting, qualification requirements of engineer and management for production planning training. As for the professional employees served under the technical areas, specific trainings are provided, focusing on the enhancement of techniques and skills in industrial robotic application and automation aspects.

向專業技術人員提供的培訓涵蓋投資分析與決策、招聘與面試技巧、銷售技巧提升、審計、管理會計、工程師任職資格及生產計劃管理等培訓。對於在技術領域任職的專業員工，我們會重點向彼等提供工業機器人應用及自動化相關技術及技能提升的特定培訓。

- Establishing after-sales training programs to improve customer satisfaction, employees' brand awareness and maintenance capabilities. Providing training to strengthen employees' maintenance skills and shorten the maintenance cycle; standardizing service operations and strengthen brand image; and improving maintenance capabilities and promoting product sales.

建立售後培訓方案，目標提升客戶滿意度、員工品牌意識及維修能力。培訓強化員工的維修技能，縮短維修週期；規範服務操作，強化品牌形象；提高維修能力，促進產品銷售。



## HARMONIOUS WORKING ENVIRONMENT

### 和諧工作環境

#### Training Programme for Assembly Line Workers and Production Workers

##### 流水線工人及生產工人培訓

- Training for technicians involves the aspects of production knowledge enhancement, basic knowledge of safety and quality and technical standards of job positions, among others, to broaden and improve their skills.

向董事、主管及高級管理人員等管理層員工提供必要的基本管理技能培訓及相關結構性課程，包括清華大學提供的汽車業高級研討班、中高層個性化培訓、集團英才培訓計劃以及涵蓋企業管治及財務管理方面知識的其他課程。



Service and accessories policy training  
服務及配件政策培訓



On-site training for vehicle operation  
車輛操作現場培訓

The Group values the development potential of its employees and continues to explore opportunities for employees to learn and train. Hence, we have developed a diversified employee training plan to help them improve their individual values in accordance with employee training management system, pre-job training for new employee and transferred employee, vocational skills training and qualification identification. The structure of our training consists of company and departmental level. The company level training provides employees in managerial level, professional and technical level, skilled level with trainings on general skills, and provides new recruits and trainees with training relating to the Group's safety and personnel policy and operational flow, development strategies, and new knowledge and development of the applications of new products and technologies. The departmental level trainings provides training specifically targeting at the corresponding business knowledge and working skills needs of respective department.

本集團重視員工的發展潛能，持續發掘予員工學習及培訓的機會，因此按照有關員工培訓管理制度，針對新員工、轉崗員工的崗前培訓和職業技能培訓及資格鑒定制定多元的員工培訓計劃，協助員工提升自身價值。我們的培訓結構由公司級和部門級組成：公司級培訓包括為管理人員、專業技術人員、技能人員提供通用技能的培訓、為新入職和見習員工提供本集團安全、人事政策及流程運作的培訓，以及有關本集團發展戰略及新產品、新工藝運用的新知識及拓展培訓；部門級培訓則針對各部門的業務的知識及工作技能需要開展相應的專項培訓。

## HARMONIOUS WORKING ENVIRONMENT 和諧工作環境

During the Year, the Group carried out training programs such as the plus program for the management and promotion of junior management, the training course for new managers, the skills improvement course for new supervisors, as well as the special training program for intelligent network engineer, the vocational skills training and the grading identification. The Group adopted a diversified teaching model, and endeavoured to cultivate young elite cadres with excellent comprehensive quality, so as to support the transformation of the corporation and facilitate high-quality development. Furthermore, the Group also encourages its employees to participate in external trainings. After employees complete the trainings, the Group will evaluate the training effect in different aspects, such as the degree of employees' mastery of course knowledge and skills, changes in employees' behaviours before and after the training, and the degree of impact of the trainings on the Company's performance and employee turnover rate, so as to continuously optimise the content of training courses and improve employees' performance.

In addition, the Group also encouraged employees to actively participate in competitions to consolidate their professional knowledge and broaden their horizons. The Group arranged various pre-competition trainings before the competition, and invited the Group's chief skill expert to give careful guidance. Our employees achieved outstanding results in the First Vocational Skills Competition of Guangxi, obtained the silver award in the New Energy Vehicle Intelligent Technology Competition, the silver and the bronze awards in the Assembly Fitter Competition, and the bronze award in the Robotic System Integration Competition.

本年度，本集團開展了年輕幹部管理提升plus項目、新任經理培訓班、新任主管技能提升班等培訓項目、智能網聯工程師專項培養項目、職業技能培訓及等級鑒定，採用多元化的授課模式，力求培養具有良好綜合素質的年輕精英幹部，以支援企業轉型，加速高質量發展。除此之外，本集團亦鼓勵員工參與外部培訓，員工完成培訓後，本集團會對培訓效果作不同層面的評估，如員工對課程知識和技能的掌握程度、員工於培訓前後的行為變化、培訓對公司業績和員工流動率等指標的影響程度等，以持續優化培訓課程內容，提升員工績效。

另外，本集團亦鼓勵員工積極參與比賽，借助比賽以鞏固專業知識，並擴闊視野。集團在比賽前會安排了各類賽前集訓，更請集團的首席技能專家給予精心指導。我們的員工在廣西第一屆職業技能大賽奪得佳績，在新能源汽車智能化技術雙人賽中獲得銀獎、在裝配鉗工比賽中獲得銀獎與銅獎，以及在機器人系統集成雙人賽獲得銅獎。



## HARMONIOUS WORKING ENVIRONMENT

### 和諧工作環境

During the Year, the data of employee trainings of the Group are as follows: 本年度，本集團員工的培訓數據如下：

Training Indicators	培訓指標	2021 二零二一年	2020 二零二零年
Average training hours per employee (Percentage of trained employees)	員工平均受培訓時數 (受訓百分比)	<b>50 (100%)</b>	47 (100%)
<i>By Gender</i>			
Average training hours of male employees (Percentage of trained employees)	女性員工平均受培訓時數 (受訓百分比)	<b>50 (100%)</b>	47 (100%)
Average training hours of male employees (Percentage of trained employees)	男性員工平均受培訓時數 (受訓百分比)	<b>51 (100%)</b>	47 (100%)
<i>By Employee Category</i>			
Average training hours of senior employees (Percentage of trained employees)	高級員工平均受培訓時數 (受訓百分比)	<b>50 (100%)</b>	46 (99%)
Average training hours of intermediate employees (Percentage of trained employees)	中級員工平均受培訓時數 (受訓百分比)	<b>52 (100%)</b>	41 (100%)
Average training hours of junior employees (Percentage of trained employees)	低級員工平均受培訓時數 (受訓百分比)	<b>50 (100%)</b>	49 (100%)
Average training hours of other employees (Percentage of trained employees)	其他員工平均受培訓時數 (受訓百分比)	<b>48 (100%)</b>	92 (100%)

## HARMONIOUS WORKING ENVIRONMENT

### 和諧工作環境

#### HEALTH AND SAFETY

Health and safety are of paramount importance to the operation of the Group. The Group strictly complies with the laws and regulations, as well as industrial standards related to occupational health and safety, and regularly reviews the compliance with laws and regulations. These include the Work Safety Law of the People's Republic of China, Law of the People's Republic of China on the Prevention and Control of Occupational Diseases and Guideline of China Occupational Safety and Health Management System. The Group also improves the management system of occupational health and safety by following the international standard of ISO 45001:2008 Occupational Health and Safety Management Systems and the Occupational Health and Safety Management Systems Requirements (GB/T45001-2020), realising the highest standard of occupational health and safety in the workplace.

The Group has established a safety committee based on the safety approach of "safety-foremost with prevention-oriented and comprehensive treatment". The committee conducts safety assessments in a timely manner to comprehensively monitor health and safety issues, including safety production, fire safety, occupational health and environmental supervision. The safety committee arranges a work meeting every season to listen to the safety work reports of each department, thereby reviewing the operation of the Group on health and safety as well as environmental management, discussing corresponding strategies, and monitoring the implementation of relevant measures of each subsidiary. The safety committee urged all units to establish and implement safety production responsibility system for all employees, safety production standardization, a dual prevention working mechanism and management system for risk hierarchical management and hidden risk screening and control to fulfil their responsibilities. In addition, we actively carry out random inspections on safety as well as rectification and reform on projects with potential dangers, promote the random inspection of equipment in terms of its safety and appropriateness, and hence significantly reduce the chances of accidents caused by operations of equipment. The Group has formulated management measures for safety protection devices to give full play to the ability of safety protection devices in accident prevention and ensure the safety of employees.

#### 健康與安全

健康與安全對本集團的營運至為重要，因此本集團嚴格遵守《中華人民共和國安全生產法》、《中華人民共和國職業病防治法》及《企業安全生產標準化基本規範》等職業健康安全相關的法律法規和行業規範，並定期審核法規的符合性，且根據ISO 45001:2008職業健康安全管理體系國際標準及職業健康安全管理體系要求(GB/T45001-2020)，健全職業健康安全的管理制度，於工作場所內實現職業健康及安全的最高標準。

本集團堅守「安全第一、預防為主、綜合治理」的安全方針，設立安全委員會，適時進行安全評估，全面監察健康與安全的事宜，包括安全生產、消防、職業衛生及環境監管等方面。安全環保部會協助安全委員會管理上述日常安全事務，並進行安全檢查、指導和提供技術服務。安全委員會每季度召開一次工作會議，聽取各部門的安全工作報告，以回顧本集團健康與安全以及環境管理的運行狀況，研討相關策略，並監督各單位落實相關措施的情況。安全委員會督促各單位建立健全與實施全員安全生產責任制、安全生產標準化、風險分級管控和隱患排查治理雙重預防工作機制及管理體系等，以履行責任。此外，我們積極開展安全檢查和隱患整改項目，推進設備的安全性和符合性抽查，大幅減少設備操作類事故的發生。本集團已制定安全防護裝置管理辦法，充分發揮安全防護裝置在事故預防中的能力，保障員工的安全。

## HARMONIOUS WORKING ENVIRONMENT

### 和諧工作環境

The Group has established an emergency plan for production safety accidents to minimise the loss due to possible production safety accidents. The emergency plan for production safety accidents is mainly comprised of three parts, namely comprehensive emergency plan, special emergency plan and on-site disposal plan, covering major safety accidents such as fire, explosion, hazardous chemicals, equipment, personal injury, occupational disease hazards, emergency evacuation and epidemic incidents. In addition, we have also formulated a responsibility system for safety production, fire safety and occupational disease prevention and control and dual prevention mechanism, which regulates the safety responsibilities of each department, management personnel and job position, clarifies and implements the responsibilities of safety production, fire safety and occupational disease prevention and control, and upholds the principle of “key responsible persons shall be held accountable”. During the Year, we continued to promote the work of “Three Simultaneities”<sup>2</sup>, “Five Simultaneities”<sup>3</sup> and “Four Prohibition”<sup>4</sup> to achieve the dual prevention mechanism<sup>5</sup>. During the Year, the Group carried out work injury prevention projects and was committed to providing safety education and training for all employees to enhance their awareness of production safety and safety management. During the Year, the Group specially organised a training session on “learning and implementing the New Safety Law and fulfilling the corporate responsibilities in respect of safety production”, discussing the importance of the newly revised Safety Production Law and safety production, and implementing the safety production responsibility at all levels. In terms of prevention of occupational disease, we regularly carry out body check for employees in positions with occupational hazards and provide them with personal protection equipment, so as to monitor and reduce the risks of suffering from occupational disease.

本集團已建立生產安全事故應急預案，針對可能發生的生產安全事故，盡可能減少事故發生後的損失。生產安全事故應急預案主要分為三大部分，即綜合應急預案、專項應急預案及現場處置方案，涵蓋火災、爆炸、危險化學品、設備、人身傷害、職業病危害、緊急疏散、疫情事件等重大安全事故。此外，我們亦已制定安全生產、消防安全和職業病防治及雙重預防機制責任制，規範各部門、管理人員與工種崗位的安全職責，明確和落實安全生產、消防安全和職業病防治的責任，秉持「誰主管、誰負責」原則。本年度，我們繼續推進「三同時」<sup>2</sup>、「五同時」<sup>3</sup>及「四不放過」<sup>4</sup>的工作，實現雙重預防機制<sup>5</sup>。本年度，本集團開展工傷預防項目工作，致力提供全員安全教育培訓，提高員工的安全生產意識和安全管理。本年度，本集團特意組織了「學習貫徹新安法、落實企業安全生產主體責任」培訓課，論述新修訂的《安全生產法》與安全生產的重要性，層層壓實安全生產責任。在預防職業病方面，我們定期為職業危害崗位的員工進行身體檢查，並提供其所需的個人防護裝備，以便監督和降低罹患職業病的風險。

<sup>2</sup> Three Simultaneities representing the safety facilities for new construction, reconstruction and expansion projects, which must be designed, built and commissioned together with the principal part of a project.

<sup>3</sup> Five Simultaneities representing safety work must also be taken into account when planning, arranging, inspecting, summarising and evaluating production work.

<sup>4</sup> Four Prohibition represents prohibition on incomplete cause investigation, incomplete disciplinary action for responsible staff member, incomplete rectification measures and incomplete training for relevant staff member.

<sup>5</sup> The dual prevention mechanism is the dual prevention of full-risk hierarchical management and hidden danger screening and control.

<sup>2</sup> 三同時指新建、改建、擴建工程項目的安全設施，必須與主體工程同時設計、同時施工、同時投入生產和使用。

<sup>3</sup> 五同時指進行計劃、佈置、檢查、總結、評比生產工作時，必須同時考慮安全工作。

<sup>4</sup> 四不放過指不放過任何未查明原因的事故、責任人未處理個案、整改措施未落實與有關人員未受到教育的事宜。

<sup>5</sup> 雙重預防機制即全風險分級管控和隱患排查治理雙重預防。

# HARMONIOUS WORKING ENVIRONMENT

## 和諧工作環境



Occupational health and safety experience center  
職業健康安全體驗中心



Occupational safety VR education tools  
職業安全VR教育工具



Inspections on eliminating major hazard sources  
消除重大危險源巡檢

# HARMONIOUS WORKING ENVIRONMENT

## 和諧工作環境



Fire Control Publicity Week  
消防宣傳周



Specialized operator training  
特種作業人員培訓

### Innovating approaches and establishing safety experience training centers 創新方式，建設安全體驗式培訓中心

- With the Company's safety culture as the core, VR intelligent technology means were introduced through multiple media, big data application, 3D simulation reality and other forms to create a new form of safety training.  
以公司安全文化為核心，通過多媒體、大資料應用、3D模擬實景體驗等形式，導入VR智慧科技手段，打造新感念安全培訓形式。

### Focus on eliminating major hazard sources 集中攻堅，消除重大危險源

- We will deepen the integrated governance of the source and system, and carry out the three-year rectification of safety production projects, and stop all natural gas stations (2 in total), effectively eliminating the Company's major safety risks.  
深化源頭、系統綜合治理，扎實開展安全生產專項整改三年行動，關停全部天然氣站（共2個），有效消除公司重大安全風險。

### Strengthening promotion and improving the Company's occupational health 加強宣貫，提高公司職業健康水準

- In the activity of "Liuzhou Occupational Health Week", Wuling Industrial Company was awarded the first batch of "Healthy Enterprise" and the second batch of "Advanced Enterprise in Occupational Health" in Liuzhou.  
協辦「柳州市職業健康周」活動，五菱工業公司獲評柳州市第一批「健康企業」和第二批「職業衛生先進企業」。

## HARMONIOUS WORKING ENVIRONMENT 和諧工作環境

The Group has introduced automation equipment in the production process, which includes approximately 1,000 robots, to enhance product quality. The automation rate in certain areas exceeds 60%. We use robots to transport components in the automatic press line, to automatically weld on the welding line, to automatically spray paint during the painting process, which help reduce employees' risks of injury and exposure to toxic and hazardous substances during handling, welding and paints spraying. The investment of automation equipment effectively reduces the quality issues caused by mistakes or negligence of employees, and hence ensures the quality of products and improves the stability, consistency and efficiency of production. During the Year, the Group carried out a series of key node safety inspections and safety publicity activities, and was approved by Guangxi Enterprise Culture Construction Association to retain the title of "Model Base for Corporate Culture Construction in Guangxi" and "National Youth Production Safety Demonstration Post".

本集團於生產過程中投入自動化設備，包括近千台機器人，部分區域自動化率超過60%，以提升產品質量。我們利用機器人在衝壓自動線中搬運零件；於焊接線自動焊接；於塗裝過程中自動噴塗，有助減低員工搬運時、焊接時及噴塗時受傷和接觸有毒有害物質的風險。自動化設備的投入有效減少員工因失誤或疏忽所導致的質量問題，保證產品質量，並提高生產的穩定性、一致性及效率。本年度，本集團開展一系列關鍵節點安全檢查、安全宣傳活動，獲廣西企業文化建設協會同意保留「廣西企業文化建設示範基地」與「全國青年安全生產示範崗稱號」。

During the Year, the data of health and safety of the Group are as follows:

本年度，本集團健康與安全的數據如下：

Health and Safety Indicators	健康與安全指標	2021 二零二一年	2020 二零二零年	2019 二零一九年
Cases of death (case)	死亡事故(宗)	Nil 無	Nil 無	Nil 無
Percentage of work-related fatalities (%)	因工亡故比率(%)	0	0	0
Cases of work injuries (case)	工傷事故(宗)	6	10	12
Loss of working days due to work injuries	因工傷損失的員工工作日數	8	12	12



## HARMONIOUS WORKING ENVIRONMENT

### 和諧工作環境

#### Respond to the Novel Coronavirus Epidemic

In the face of the protracted battle against the novel coronavirus epidemic, the Group has put great efforts on epidemic prevention and anti-epidemic work and has actively supported local government's epidemic prevention policies and never slacked its efforts. The Group has formulated a series of guidelines for epidemic prevention and control as well as emergency plans, to ensure the production plants can operate normally, while the health of employees is also guaranteed. In order to respond to the novel coronavirus epidemic effectively, we have established emergency working groups for different aspects, such as the team of epidemic prevention and control, team responsible for supplies and team for providing care to employee, as well as an emergency leading group for handling daily and emergency items related to the epidemic respectively. The Group keeps track of the epidemic, attaches great attention to prevention and control, and carries out regular summary reports, so as to ensure the effective implementation of relevant measures. During the Year, the Group continued to implement prevention and control measures, adopted "Four Implementations" and implemented "Ten Stricts"<sup>6</sup> personal protection measures, and carried out normalized prevention and control work from different aspects:

#### Major Prevention and Control Measures Taken During the Year

##### 1. Enhance publicity and education to raise awareness

The Group distributed epidemic prevention and control handbooks to employees and organised relevant special training. We also led employees to study the methods of epidemic prevention and control, thereby increasing their attention to the epidemic and heightening their self-protection awareness and ability.

<sup>6</sup> Ten Stricts represents 1) wear masks strictly and scientifically; 2) strictly cultivate good dining habits; 3) strict household hygiene; 4) strictly cultivate good hygiene habits; 5) maintain a strict social safety distance; 6) strictly keep a safe distance from animals; 7) strictly reduce personal travel; 8) strict personal health monitoring; 9) strictly abide by community grid management; 10) strictly abide by epidemic prevention and control requirements.

#### 應對新型冠狀病毒疫情

面對新型冠狀病毒疫情防控這場持久戰，本集團堅決做好防疫及抗疫工作，積極響應地方政府實施的相關防疫政策，絕不鬆懈。本集團制定了一系列疫情防控工作指引和應急預案，以確保車間能正常運作之餘，員工的健康也得以保障。為有效應對新型冠狀病毒，我們設立了疫情防控組、物資保障組、員工關愛組等應急工作小組以及應急領導小組，分別處理疫情相關的日常及緊急事項。本集團持續關注疫情，高度重視防控，並定期進行總結匯報，以確保有效落實相關措施。本年度，本集團繼續推行防控措施，並採取「四個落實」，推行「十嚴格」<sup>6</sup>的個人防護措施，從不同方面著手，做好常態化的防控工作：

#### 本年度主要防控措施

##### 一· 加大宣傳教育，提高重視程度

本集團為員工發放疫情防控手冊，並組織相關專題教育。我們亦帶領員工學習疫情防治方法，從而提升員工對疫情的重視程度，強化自我保護意識和能力。

<sup>6</sup> 十嚴格即1)嚴格科學佩戴口罩；2)嚴格培養良好餐飲習慣；3)嚴格做好家庭清潔衛生；4)嚴格培養良好衛生習慣；5)嚴格保持社交安全距離；6)嚴格保持與動物安全距離；7)嚴格減少個人出行；8)嚴格做好個人健康監測；9)嚴格遵守社區網格化管理；10)嚴格遵守疫情防控要求。

## HARMONIOUS WORKING ENVIRONMENT 和諧工作環境

### 2. *Guarantee for employees' health and strengthen the supervision of gathering activities*

The Group has strengthened staff flow control and prohibited non-essential business trips to mid-to-high-risk areas. People returning from mid-to-high-risk areas will be integrated into the community grid management. Special temporary reception areas were set up to strengthen the management of external personnel. In addition, the Group has not organised indoor gathering activities, strictly monitored outdoor large-scale gathering activities, and formulated appropriate prevention and control plans for any meeting with more than 50 people.

### 3. *Guarantee for the provision of epidemic prevention supplies*

The Group properly arranged the reserve of different supplies, including masks, disinfectants and hand sanitizers, and provided masks with better protection or other supplies to employees based on the development of the epidemic and the needs of their positions. We guaranteed to provide adequate supplies for employees living in the plants, and inspected water and electricity supply conditions of the dormitories to ensure a comfortable living environment.

### The Prevention and Control Policy of "Four Implementations"

#### 1. *Implementation of ideological education*

In order to prevent anti-epidemic fatigue, we continued to carry out anti-epidemic ideological awareness activities and established the idea of fighting a protracted battle, thereby making all employees devote themselves to the continuous anti-epidemic with more firm confidence and tenacious will.

### 二 · 保障人員健康，加強集聚性活動監管

本集團已加強員工流動管控，如非必要，禁止員工前往疫情中高風險的地區出差。從人員中高風險地區返回本地後則會納入社區網格化管理，加強外來人員管理，並設置專門臨時接待區。本集團不組織室內集聚性活動，而且嚴格監控室外大型集聚性活動，並就任何50人以上的會議等活動制定適當的防控方案。

### 三 · 保障防疫物資供應

本集團做好各類物資的儲備工作，包括口罩、消毒、洗手用品等，並根據疫情發展情況及員工崗位的需求，為他們提供具有良好防護作用的口罩或其他用品。我們保證住廠員工有充足的物資，並對宿舍水電情況進行檢查，保證員工的住宿環境舒適。

### 「四個落實」的防控方針

#### 一 · 落實思想教育

為防範抗疫疲勞，我們持續開展抗疫思想認知活動，樹立打持久戰的思想，讓全體員工以更堅定的信心、更頑強的意志投身持續抗疫。

## HARMONIOUS WORKING ENVIRONMENT

### 和諧工作環境

#### 2. *Performance of the Responsibility for Epidemic Prevention and Control*

During the Year, the Group's chief person in charge and the divisional person in charge held 5 special meetings on the epidemic, requiring all units to strictly follow the requirements of epidemic prevention and control under the principles of "localized management" and "key responsible persons shall be held accountable". Around the holidays are important moments for epidemic prevention and control, and the Group has held a "Ten Stricts" meeting before the Spring Festival to make special arrangements for prevention and control during the Spring Festival, so as to implement organisational support to prevent the outbreak of the epidemic.

#### 3. *Implementation of collaboration work and daily reporting mechanism*

The collaboration work mechanism has been established by the Group to keep abreast of the domestic policies on the epidemic prevention and control, adjust and deploy the Company's measures for epidemic prevention and control in a timely manner, and supervise all units to fully perform their main responsibilities. The team for epidemic prevention and control has interpreted and circulated a total of 259 policy documents, and made 5 special deployments in time for the Company's work on epidemic prevention and control in accordance with the domestic epidemic situation and government requirements. Furthermore, it has improved the emergency mechanism and plan, established a safety stock of epidemic prevention emergency materials and emphasized the management of key groups. The Group insisted on adopting the form of daily reporting, reminding responsible persons and managers at all levels through emails and working groups to adhere to bottom-line thinking and continue to maintain their awareness of prevention and control.

#### 二 · 落實疫情防控責任

本年度內，本集團之主要負責人及分管負責人共召開5次疫情專題會議，要求各單位按「屬地管理」與「誰主管、誰負責」原則，嚴格按照疫情防控要求。假日前後為疫情防控的重要時刻，故此本集團於春節前召開「十嚴格」會議，就春節期間之防控工作進行專項部署，落實好組織保障，以免疫情爆發。

#### 三 · 落實工作聯動和日報機制

本集團已建立聯動工作機制，以及時掌握國內疫情防控政策，適時調整部署公司疫情防控措施，並督導各單位全面履行主體責任。疫情防控小組已累計解讀及傳達政策檔259份，並按照國內疫情動態和政府要求對公司疫情防控工作及時作出5次專項部署，完善應急機制和預案，以及建立防疫應急物資安全庫存、強調重點人群管理等。本集團堅持每日採取日報形式，通過郵件和工作群提醒各級責任人和管理人員堅持底線思維，持續保持防控。

## HARMONIOUS WORKING ENVIRONMENT 和諧工作環境

### 4. Implementation of vaccination against COVID-19

The Group actively promoted the vaccination against COVID-19 to improve the vaccination rate of employees. The Group has organised special meetings to deploy the vaccination work, ensuring that the vaccination work is carried out in an orderly, safe and efficient manner. At present, the number of people who should be vaccinated in the Group has reached 99.5%, which has achieved “all people eligible for vaccination have access to it”. We have planned and carried out booster shots with the vaccination completion rate of 13.1%, building an anti-epidemic barrier for the Company.

### 四· 落實疫苗接種

本集團積極推進新冠疫苗接種工作，提升員工疫苗接種率。本集團已組織專題會，以部署接種工作，確保接種工作有序、安全、高效開展。目前，本集團應接種人數已達99.5%，做到「應接盡接」。本集團已計劃且開展加強針工作，完成接種佔13.1%，為公司構建防疫屏障。



“Green Shield” posted in all areas<sup>7</sup>  
各個區域已張貼「綠色盾牌」<sup>7</sup>



“Ten Stricts” work meeting on production safety and epidemic prevention and control  
安全生產暨疫情防控「十嚴格」工作會議



Epidemic prevention and control  
疫情防控工作

<sup>7</sup> The green shield represents the logo marked with the “vaccination rate has reached 90%”.

<sup>7</sup> 綠色盾牌指印有「疫苗接種率已達90%」的標誌。

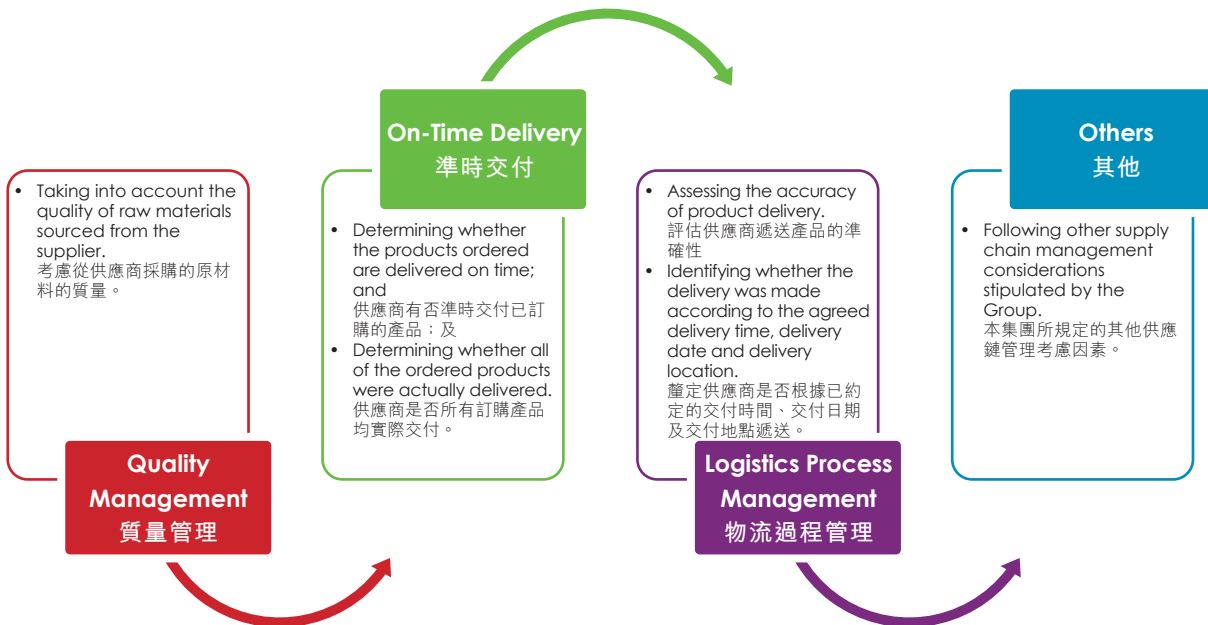
## OPERATING PRACTICES

### 營運常規

The Group adheres to the principle of providing quality products and services throughout the entire flow, from the production of components and generators, the assembly of vehicles to the sales of vehicles. Through the continual improvements in the flow of production and after-sale services, the Group strives to meet the expectations of its customers.

### SUPPLY CHAIN MANAGEMENT

The Group has established a stringent process for choosing suppliers, including the Development and Management Control Programme for Parts Suppliers and the Development Procedures for Potential Production Material Suppliers, to standardise and unify the assessment procedures, standards and requirements for potential suppliers of materials procurement, as well as continuously explore potential suppliers, thus ensuring that the purchased materials are up to the Group's standards to secure a smooth production process. The Group applies a systematic method to select its suppliers based on the following capabilities of the suppliers:



In order to identify both environmental and social risks in the supply chain and strictly regulate the performance of suppliers, the Group has also developed a set of standards for our suppliers. We also continuously assess the stability and consistency of the supply process and monitor the quality of our products. We prioritise suppliers with certifications of internationally recognised standards regarding environmental and social risks management,

從生產零部件及發電機、組裝車輛到銷售汽車，本集團於整個流程始終堅持以提供高質量的產品及服務為原則，不斷完善生產流程及銷售服務的管理，以滿足客戶的期望。

### 供應鏈管理

本集團就挑選供應商建立了《零部件供應商開發和管理控制程式》及《生產物料潛在供應商開發流程》等嚴格的評審流程，以規範、統一採購物料潛在供應商的評審流程、標準及要求，並不斷開發潛在供應商，確保採購的材料均達到本集團的要求，以保證生產過程順暢。本集團採用系統化方法挑選供應商，當中考慮供應商以下各項能力：

為了識別供應鏈中的環境及社會風險並嚴格規範供應商的表現，本集團制訂了一套標準予合作供應商遵守，並持續評估供應過程的穩定性和一致性及監控產品的質量狀況。我們優先考慮具有環境及社會風險管理相關國際認可標準認證的供應商，包括ISO14001環境管理體系認證、ISO26000社會責任指引等。於招標、驗收等環節，我們亦會考核供應商環

including the certification on ISO14001 Environmental Management Systems, ISO26000 Guidance on Social Responsibility, etc. During the bidding and acceptance processes, we also review the environmental performance of the suppliers and set out the requirements for environmental protection and energy conservation. If a certain supplier fails to meet our standards or relevant laws and regulations, we will actively negotiate with the supplier on the quality issues and ways of improving the quality, and we will terminate the business cooperation if the problems cannot be effectively resolved. For example, if a supplier loses its safety license, we will stop cooperating with that supplier. During the period of business cooperation with the supplier, the Group will conduct a monthly or seasonal evaluation of the supplier, and an integrated evaluation of performance will be carried out annually to ensure the products will not be affected by the quality issues of the suppliers' products.

In addition, the Group has incorporated the idea of environmental protection into supply chain management and procurement. In the process of procurement, we give priority to suppliers geographically closer to us to reduce carbon footprint in the transportation. Under the premise of meeting the production demands, we also consider products having less impact on the environment, such as products with energy efficiency labels, less packaging materials or even recyclable products. Meanwhile, we advocate the use of eco-friendly packaging materials, encourage employees to pay attention to the shelf life of products, and use products that were purchased earlier to avoid unnecessary wastage. During the Year, all suppliers were subject to the above supplier management procedures, and the number of suppliers of the Group by geographical region is as follows:

境方面的表現，提出環保節能等方面的要求。當出現供應商不符合相關標準及法律法規的情況，我們會主動與供應商進行質量研討和提升活動，若未能有效解決問題，我們將終止與其合作。例如，任何供應商一旦失去安全許可證，我們將停止使用該供應商。另外，本集團與供應商合作期間會對供應商進行月度或季度評價，並於每年進行一次綜合表現評估，以確保本集團的產品不受供應商的產品質量影響。

此外，本集團於供應鏈管理及採購方面融合環保理念。在採購過程中，我們會優先選擇地理位置距離較近的供應商，以減少運輸過程中的碳足跡。在滿足生產需求的前提下，我們亦會考慮選用對環境造成較低影響的產品，如具有能源效益標籤、包裝較少或可回收利用的產品。同時，我們推廣使用環保包裝材料，並鼓勵員工注意產品保質期，優先使用較早購買的產品，以避免不必要的浪費。本年度，所有供應商均受上述供應商管理程式約束，而本集團按地區劃分的供應商數目如下：

Number of Suppliers by Geographical Region	供應商分佈	2021 二零二一年
Northern China	華北	62
Central China	華中	51
Eastern China	華東	42
Southern China	南方	82
Northeast China	東北	6
Northwest China	西北	1
Overseas	海外	10

## OPERATING PRACTICES

### 營運常規

During the Year, the Group organised specific capability enhancement and training programme for suppliers' execution level. More than 60 executives from 30 suppliers participated in the programme. The programme was conducted in six days and in the form of lesson and on-site counseling, which aimed to help the suppliers' front-line management to train new employees to work quickly with the best work guidance method and reduce the cost of new employee induction for suppliers. The Group also provided specific capability enhancement and training programme for internal procurement personnel to continuously shape a more professional and efficient procurement team of high quality. The Group adhered to the concept of win-win cooperation with suppliers to jointly create a stable and green supply chain.

The Group continued to carry out improvement and innovation in the supply chain, and provided a platform for suppliers to show the improvement results, which led suppliers to improve actively rather than passively, and change from extensive management mode to refined management, to eliminate the cost of supply chain, and the overall supply chain cost was reduced. The Group was also committed to improving the informatisation level of supply chain. During the year, the Group successfully assisted two suppliers to participate in the enterprise ERP system. Informatisation management tools were adopted in the production process of suppliers, and the production management level was significantly improved. The Group has actively responded to the national policy of "carbon peaking and carbon neutrality" and officially launched the construction of the electronic contract platform during the Year. The project is progressing steadily. After the successful operation of the electronic contract platform, the efficiency of business cooperation between the Group and the suppliers was effectively improved. At the same time, the electronic contract replaces the paper contract, which can greatly reduce the use of paper, and contribute to environmental protection and the achievement of carbon peak and carbon neutrality goals.

本年度，本集團組織開展供應商執行層能力提升專項培訓，30家供應商共計60多名執行層人員參與，培訓分六天開展，採取授課+現場輔導的形式，幫助供應商一線主管運用最佳的工作指導方法，培訓新員工快速上崗，為供應商縮減新員工入職培訓的成本。本集團還針對內部採購人員開展能力提升專項培訓，不斷塑造更專業的，更高素質的高效能採購團隊，與供應商秉持合作共贏的理念，共同打造穩定、綠色的供應鏈。

本集團持續在供應鏈開展改善及創新的工作，給予供應商展示改善成果的平台，引導供應商由被動做改善轉換成主動做改善，由粗放型管理模式向精細化管理轉變，消除供應鏈的浪費，整體的供應鏈成本得到降低。本集團還致力於提高供應鏈的資訊化水準，在本年度成功幫助兩家供應商導入企業ERP系統，供應商的生產過程注入資訊化管理工具，生產管理水準得到顯著提升。本集團積極回應國家「雙碳」的政策，在本年度正式啟動電子合同平台的搭建工作，該專案正穩步推進，電子合同平台成功投入運營之後，本集團與供應商之間的商務合作效率將有效提高，同時電子合同取代紙質合同，能大量減少對紙張的使用，為保護環境奉獻了一份力量，助力碳達峰、碳中和目標的實現。



Special training on supply chain capability improvement  
供應商能力提升專項培訓



Guidance on improving the ability front-line management of supply chain production  
供應商生產一線主管能力提升工作指導

## PRODUCT RESPONSIBILITY

### Product Quality

The Group's operational objective is to provide customers with quality products and services. Hence, we strictly comply with the quality related laws and regulations, such as the Product Quality Law of the People's Republic of China, and adopt the two major standards, namely ISO9001 Quality Management System and IATF16949 Automotive Quality Management System, as the foundation for the formulation of quality management system for a comprehensive evaluation of product quality. The Group's philosophy of quality management is based on prevention and an emphasis on continual improvements. Hence, we have established a committee of product quality and safety to monitor the quality and safety issues of the Group's products, to take actions in handling and solving problems about product quality, as well as to conduct an annual test on key components, such as rear drive shaft, rear twist beam, brake caliper, bumper, dashboard and exhaust gas system.

The Group's quality management adheres to the principles of zero defects and "Three Nos"<sup>8</sup> to check the quality of the products and ensure that there will not be any product defects. Product inspections are carried out during the processes of purchase, production and completion to ensure that products that have not been inspected or fail to pass the inspection are not in the production site, not reordered or not delivered. This provides a basis for preventing quality defects. The Group has established a product traceability system, which helps in the investigation, analysis and confirmation of defective products. If any recall of defective products is needed, we will stop the sales of the defective automotive products and recall the products according to the product recall procedures, so as to secure the safety of our consumers. During the Year, the Group's defect rate of components was 41PPM. Also, the percentage of the vehicles recycled due to safety reasons to the total number of vehicles sold is 0%.

<sup>8</sup> "Three Nos" are no acceptance, no delivery and no manufacturing of deficient products.

## 產品責任

### 產品質量

為客戶提供優質的產品及服務是本集團的營運宗旨，因此我們嚴格遵守《中華人民共和國產品質量法》等質量相關法律法規，並以ISO9001質量管理體系和IATF16949汽車業質量管理體系兩大標準為基礎，制訂質量管理系統以全面評估產品質量。本集團的質量管理理念以預防為主，並強調持續改進，因此我們設立了產品質量及安全委員會，對本集團的產品質量及安全事宜進行監督，於必要時採取行動處理及解決任何產品質量問題，並對後驅動軸、後扭梁、制動鉗、保險槓、儀錶板及排氣系統總成等關鍵零件進行年度試驗。

本集團的質量管理堅持零缺陷及「三不」<sup>8</sup>的原則對產品質量層層把關，保證不會出現產品質量缺陷的問題。我們從進貨、生產到完工各個過程進行產品檢驗，確保未經過檢驗或檢驗不合格的產品不進入生產現場、不轉序或不出廠，並為預防質量缺陷提供依據。本集團已建立產品追溯系統，有利於缺陷產品的調查、分析及確認。如出現需要召回缺陷產品的情況，我們將按照產品召回流程停止銷售該等缺陷汽車產品，並進行產品召回，以保障消費者的安全。本年度，零部件產品缺陷率為41PPM，已售車輛中因安全理由而須回收的百分比為0%。

<sup>8</sup> 「三不」即不接受、不傳遞及不製造有缺陷的產品。



## OPERATING PRACTICES

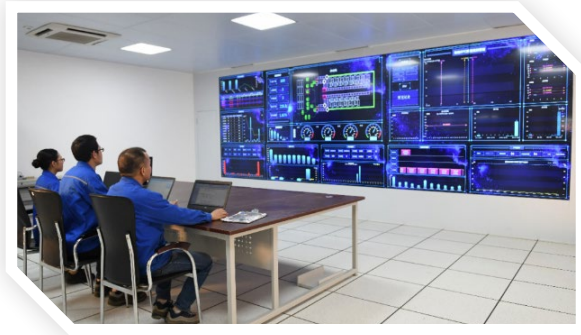
### 營運常規

Facing the innovation and dynamic changes in the global automotive industry, we actively break through, continue to maintain and develop existing components and engines by taking advantages of traditional business. In recent years, the Group was committed to transforming from traditional production to smart production. During the Year, the Group was awarded the title of “Guangxi Leading Industrial Enterprise” (廣西工業龍頭企業), affirming the Group’s strength and advantages in scale efficiency, leading products, driving capability, technology research and development capability and international market competitiveness. During the Year, Wuling Liuji was included in the pilot list of the new generation integrated development of information technology and the manufacturing industry in its managing and controlling capability of the entire lean production process of engine manufacturing.

During the Year, the Group was awarded the fire engines production qualification by virtue of its own advantages. The Group actively takes the responsibility as a state-owned enterprise to contribute to fire safety and benefit the people. In order to create a safe Wuling fire engines, the Group equipped and put into use the first fire engines hydraulic performance testing room in Guangxi, and the inspection and testing process is stringent and rigorous to ensure the safety of the property of the public.

在面對全球汽車產業創新與變革，我們積極突圍、繼續保持和發展現有零部件和發動機優勢傳統業務。近年，本集團致力於從傳統生產轉型智慧化生產，於本年度榮獲「廣西工業龍頭企業」的稱號，肯定了本集團在規模效益、主導產品、帶動能力、技術研發能力、國際市場競爭力等方面的實力和優勢。本年度，五菱柳機以發動機製造的精益化生產全過程管控能力，被列入新一代資訊技術與製造業融合發展試點示範名單。

本年度，本集團憑藉自身的優勢，榮獲消防車生產資質。本集團積極承擔助力消防安全及造福百姓的國企責任。為打造安全的五菱消防車，本集團已具備及投入使用了廣西首家消防車水力性能檢測室，且檢驗測試過程嚴謹苛刻，務求保障群眾的財產安全。



Committed to the research and development of smart manufacturing technologies  
致力研發智慧製造技術



Wuling intelligent driving shuttle bus  
五菱智能駕駛接駁車



Fire pump depth test  
消防泵吸深試驗

### Valuing Customer Feedback

The Group attaches great importance to customer satisfaction, thus collecting feedback from our customers is crucial for understanding customer satisfaction. To this end, we set up front-line service stations to collect customer feedback on product design, product quality and customer service, and collect comments from end-customers through automotive dealers. We also welcome customers to provide opinions and suggestions through phone calls, letters and e-mails. The Sales Department will analyse and handle the feedback received and promptly respond to the customers. The Sales Department will also report the valuable suggestions and information to relevant departments to help formulate corrective measures.

### 重視客戶意見

本集團重視客戶滿意度，因此收集客戶的反饋對瞭解客戶滿意度至關重要。為此，我們設立前線服務站向客戶收集有關產品設計、產品質量及售後服務的意見，並通過汽車經銷商收集終端客戶的評價。我們亦歡迎客戶以電話、書信或電郵等方式提供改進意見及建議。售後部將對收集到的客戶反饋進行分析及處理，並及時回覆客戶。另外，售後部會把有價值的建議及資訊上報有關部門，以協助制訂整改措施。

## OPERATING PRACTICES

### 營運常規

In order to enable customers to enjoy high-quality customer service, the Group has established a customer service hotline and a huge service network for customer service such as pre-sales, after-sales, complaints and enquiries in the PRC. These act as an important bridge of communication between the Group and its customers. At the same time, the Group realises normative, professional and standardised management of external information communication. Regarding the business of specialised vehicles, we operate 400 service stations in the PRC, supervised by 8 regional service managers, and have maintained a high level of customer service. In addition, the Group also continued to improve its after-sales services, plan training programs, and provide relevant training to its after-sales service personnel on a regular basis in response to market performance, sales weaknesses and regional adjustments of service managers. For example, in response to a series of vehicle charging failure issues, the Group strengthened technical training to comprehensively improve the quality of its after-sales services. During the Year, the Group did not have any major complaints about products or services.

#### Clients' Rights and Interests

The Group has a high regard for safeguarding the data and privacy of different parties. As such, we strictly require our employees to comply with the policy of confidentiality. Without written permission from the Group, employees are not allowed to disclose any secrets on operation, transaction, management and technology or confidential information in any forms, such as customer information, blueprints, products or pictures. To ensure an effective protection of the Group's confidential information and customer privacy, staff working in positions which have contact with the Group's sensitive information are required to sign a confidentiality agreement, so as to undertake that they will not disclose any of the Group's confidential information to third parties.

We regulate the content of advertisements and comply with the relevant laws and regulations such as the Advertising Law of the People's Republic of China. Through conducting strict reviews on the content of advertisements, we ensure there is no misrepresentation, false statement or infringement in the content.

為使客戶享有高水準的服務，本集團已於中國建立客戶服務熱線及龐大的服務網絡以提供售前、售後、投訴及諮詢等客戶服務，其亦作為本集團與客戶溝通的重要橋樑。同時，本集團的對外信息通報實行了規範化、專業化和標準化管理。就專用車業務而言，我們於中國經營的400個服務站，由8名區域服務經理監督，以保持高水準的服務。此外，本集團亦持續改善售後服務，規劃培訓方案，針對市場表現、銷售弱點及服務經理區域的調整，定期為售後服務人員提供相關培訓，例如針對單一系列的車輛充電故障問題，加強技術型的培訓，全面提升售後服務素質。本年度，本集團未有出現關於產品或服務的重大投訴。

#### 客戶權益

本集團重視保障各方數據和私隱，因此嚴格要求員工遵守保密制度。未經本集團的書面許可下，員工不得以任何形式披露任何有關本集團經營、交易、管理及技術方面的秘密或機密資料，包括客戶資料、圖紙、產品實物和圖片等等。為有效保障本集團機密及客戶資料，從事接觸敏感資料崗位的同事需簽訂保密協議，承諾不會向協力廠商洩露任何本集團機密資料。

我們亦對廣告內容進行規範，嚴格遵守《中華人民共和國廣告法》等相關法律法規，對廣告內容進行嚴格審核，確保沒有任何誤導、失實或侵權的內容。

### Protection of Intellectual Property

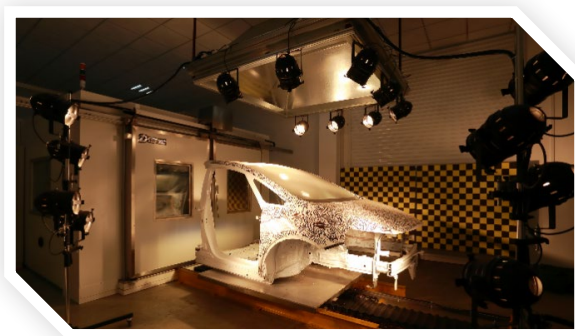
Being motivated by technological innovation and aiming to master core technologies, the Group actively engages in product research and development work. We strictly comply with the laws and regulations related to intellectual property, such as the Patent Law of the People's Republic of China and the Trademark Law of the People's Republic of China, so as to establish an internal management system on intellectual property to ensure that the rights on patents and trademarks are not violated, and hence to secure the competitive edges and reputation of the Group. During the Year, the Group successfully obtained 1 invention patent, 62 design patents and 137 utility model patents authorized by our country, got the accreditation of "Guangxi Industrial Design Center" (廣西工業設計中心) and "Guangxi New Energy Commercial Vehicle Technology Results Transformation Pilot Research Base" (廣西新能源商用車科技成果轉化中試研究基地), and awarded 2 Guangxi patent prizes. The Group also limited the use of labels, and no one could use the Group's label without prior permission from the Group.

The laboratory of Wuling Industrial has passed the review of the China National Accreditation Service for Conformity Assessment (CNAS), and obtained the CNAS laboratory accreditation certificate. This indicates that our laboratory has obtained international recognition and is allowed to carry out testing or calibration services within the scope of authority. This will facilitate Wuling Industrial to develop new vehicles, increase the opportunities for communication between Wuling Industrial and international conformity assessment agencies, and enhance the reputation and competitiveness of the Company.

### 保障知識產權

本集團以技術創新為動力，掌握核心技術為目標，積極進行產品研發工作。我們嚴格遵照《中華人民共和國專利法》及《中華人民共和國商標法》等知識產權相關的法律法規，設立內部知識產權管理制度，確保各項專利和商標不受侵犯，保障本集團的競爭優勢和聲譽。本年度，本集團成功獲得國家授權1項發明專利、62項外觀設計專利及137項實用新型專利，獲得「廣西工業設計中心」和「廣西新能源商用車科技成果轉化中試研究基地」的認定，以及榮獲廣西專利獎2項。本集團亦限制標籤的使用，所有未經本集團允許的人士不得隨意使用本集團標籤。

五菱工業實驗室於已通過中國合格評定國家認可委員會 (CNAS) 審核，獲得CNAS實驗室認可證書。這表示我們的實驗室已具備國際認可，並可以開展授權範圍內的檢測或校準服務。此有助五菱工業開發新型汽車，增加了五菱工業與國際間合格評定機構的交流機會，並提高了公司知名度及競爭力。



Airbag explosion laboratory  
安全氣囊點爆實驗室



On-site review  
現場評審

## OPERATING PRACTICES

### 營運常規

#### ANTI-CORRUPTION

The Group regards the high standards of ethical and honest behaviours as the foundation of healthy development. We strictly comply with the laws and regulations such as the Criminal Law of the People's Republic of China, Anti-Money Laundering Law of the People's Republic of China and Anti-Unfair Competition Law of the People's Republic of China. The Group has also established an internal management system to monitor the integrity performance and to construct a corporate culture of integrity, so as to regulate the behaviours of employees. Employees are required to sign an undertaking for integrity, anti-corruption, honesty, anti-fraud and discipline, so that they are alerted to comply with the national and the Group's regulations related to integrity. We have also set up a reporting system to enable the Group's commission for discipline inspection to monitor the reporting through e-mails and telephone calls, as well as to set up a report box in the canteen to encourage employees to report corruption to us through different channels. The identity of the reporting persons will be kept confidential. The Group has also established management measures for supervision, management measures for employee discipline and management measures for submission and registration of present and gift-money to strictly manage the behaviours of directors and all employees. If any violations of the anti-corruption rules are found, we will act according to the anti-corruption rules and discipline measures of the Regulation of the Communist Party of China on Disciplinary Actions, and take actions or necessary disciplinary actions based on the severity of the violations. In the meantime, we strive to maintain integrity in cooperation relationship with our business partners, and hence we have signed agreements of integrity with our business partners. Both parties need to agree to maintain a style of integrity and self-discipline in business activities, as well as adhere to the principles of obeying the law, maintaining fairness and integrity, so as to prevent any behaviours against the law and to assure the legal rights of both parties. A monitoring department is also established to conduct integrity reviews and to visit the business partners to investigate and understand the implementation of the integrity work.

#### 反貪腐

本集團堅持以高標準的道德誠信行為作為健康發展的基石。我們嚴格遵照《中華人民共和國刑法》、《中華人民共和國反洗錢法》及《中華人民共和國反不正當競爭法》等法律法規，並於內部設立廉潔工作監督和黨風廉政建設等管理制度，以規範員工行為。我們要求員工簽署廉潔反腐敗、誠信反舞弊自律承諾書，警惕員工遵守國家以及本集團對於廉潔工作的有關規定。我們亦設立舉報制度，在整個集團公開紀委監督舉報郵箱和電話，以及在食堂設立舉報箱，鼓勵員工透過不同管道向我們舉報貪污腐敗的行為，並對舉報者的身份保密。本集團亦建立監察工作管理辦法、員工紀律管理辦法及禮品禮金上交登記處理管理辦法，嚴格管理董事及全體員工的行為。一旦發現或懷疑違反貪腐規則之行為，我們將遵循《中國共產黨紀律處分條例》的反貪腐規定及紀律措施，根據違規的嚴重程度採取行動或必要的紀律處分。同時，我們致力與合作夥伴保持廉潔的合作關係，因此與相關合作單位簽訂廉潔協議。雙方承諾在業務活動中保持廉潔自律的工作作風，堅持守法、公平和誠信的原則，防止任何違法違紀行為的發生，以維護雙方的合法權益。我們亦成立專責監察部將進行廉潔監督檢查，到有關合作單位進行走訪，調查及瞭解廉潔實施的情況。

## OPERATING PRACTICES 營運常規

During the Year, the Group organised employees to carry out integrity training, covering post integrity supervision and management system, typical corruption cases, etc. The trainees included directors and all employees. Through anti-corruption training, the Group strengthened the integrity education and self-discipline awareness of employees, so as to advocate the integrity and reinforce the line of defense on integrity. During the Year, the Group was not involved in any material corruption litigation.

本集團於本年度組織員工開展廉潔從業教育培訓，內容涵蓋崗位廉潔監督管理制度、典型貪腐案例等，受訓人員包括董事及全體員工。本集團藉反腐敗培訓加強員工的廉潔思想教育及自律意識，以倡清廉之風，築廉潔防線。本年度，本集團並未發生重大貪污訴訟案件。



Integrity training  
廉潔培訓

## COMMUNITY INVOLVEMENT

### 社區參與

The Group understands the importance of giving back to the society. We invest our time, energy and resources on making improvements in our communities. Our efforts are focused on helping those who are underprivileged or disadvantaged, as well as making improvements to the living conditions within our communities. Supporting and nurturing young people is also one of our core initiatives due to their key role in shaping the future of our country.

During the Year, we continued to cooperate with employees, business partners, community members and other volunteers to carry out a number of community care activities. In the coming years, we wish to continue to work hand-in-hand with our volunteers to develop and implement community care programmes that make a difference.

## COMMUNITY INVESTMENT

### Rural Vitalisation

The Group has been committed to supporting the paired-up assistance offered to villages for poverty alleviation and rural vitalisation. Since 2015, we have been continually supporting 5 targeted villages, which are Bangyang Village, Baizhao Village and Longcen Village in Baiyun Town, Jiangmen Village in Anchi Town and Bendong Village in Sanfang Town, and promoting development of the targeted villages by providing funds and talents, and infusing technologies. During the Year, the Group continued to facilitate an effective connection between consolidation and expansion of the achievements in poverty alleviation and rural vitalisation for the five targeted villages that have been lifted out of poverty. The Group donated RMB1,050,000 as special funds for rural revitalisation, donated RMB885,000 for the purchase of agricultural products for the Mid-Autumn Festival and National Day, and donated 41 student subsidies and school supplies. After that, we continued on work related to rural revitalisation, kept consolidating the achievements of poverty alleviation, integrated internal and external resources of the enterprise, and increased the extent of assistance.

本集團明白回饋社會的重要性。我們投放時間、精力及資源改善社區，主力協助貧困或弱勢社群，以及改善社區生活條件。青年是國家未來棟樑，故支援及培育青年亦是我們的核心工作之一。

本年度，我們繼續與員工、業務夥伴、社區成員及其他志願者合作開展連串社區關愛活動。展望未來幾年，我們希望繼續與志願者攜手籌辦及推行社區關愛計劃，努力求變。

## 社區投資

### 鄉村振興

本集團一直致力於支援定點幫扶村的脫貧攻堅和鄉村振興工作。自二零一五年起，我們持續為5個定點幫扶村，包括白雲鄉幫陽村、白雲鄉白照村、白雲鄉龍岑村、安陞鄉江門村及三防鎮本洞村，注入資金、人才、技術等資源，推進定點幫扶村建設和發展。本年度，本集團繼續為已實現脫貧的5個定點幫扶村鞏固拓展脫貧攻堅成果有效銜接鄉村振興助力，捐贈人民幣1,050,000元作鄉村振興專項資金，捐贈人民幣885,000元作中秋國慶農產品採購款項，捐贈41份助學慰問金和學習用品。及後，我們繼續相關鄉村振興工作，持續鞏固脫貧攻堅成果，並整合企業內、外部資源，加大幫扶力度。

## COMMUNITY INVOLVEMENT 社區參與

The Group has utilised its resource advantages of capital, management and talents, and the thinking of enterprises' management to develop precise and tailor-made strategies. During the Year, the Group carried out poverty alleviation activities in the countryside that a total of 63 employees participated in. The Group also visited and expressed condolences to the recipients of subsidies, and actively carried out the education assistance program. We organised a variety of activities for promoting paired-up assistance of industries, advocating infrastructure construction and providing cares for the underprivileged, and conveyed warmth to the mountainous areas of Rongshui, and sent love materials to the children in the mountainous areas. During the year, the Group organised the "Heritage of Traditional Culture" activity in Bendong Village, Sanfang Town, and granted student subsidies and student aid gift packs to 13 student representatives. In addition, we also participated in a number of joint construction activities, including visiting the maintenance service station, investigating the fructus momordicae base, and assisting in the construction of the security shelter in Xiashidao Tun, Bendong Village.

Meanwhile, we deepened and promoted the industry model (公司+合作社+農戶) which takes into account the benefits of three parties, namely farmers, cooperatives and the companies. We continuously assisted in the building of agricultural brands and implemented a precise strategy in order to pursue prosperity and thriving development of featured industries. In 2021, there were 22 industries in the 5 targeted villages supported by the Group, including 350 mu of kiwifruits, 600 mu of blueberries and 200 mu of passion fruits, that account for RMB12,000,000 of gross output, create 1,962 employment opportunities, and bring RMB680,000 revenues to the 5 villages. In the meantime, the Group subsidised the villages to construct an agriculture products processing factory with gross output over RMB2,000,000. The factory boosted the development of the surrounding breeding industry and rural vitalisation. Furthermore, the Group endeavoured to help selling agricultural products and procuring agricultural side-products from targeted villages through various channels, such as trade fair, live streaming e-commerce and e-commerce platform. The corresponding gross output was around RMB13,000,000.

本集團持續發揮資金、管理、人才等資源優勢，導入企業管理思維，因地制宜，精準施策。本年度，本集團一共開展63人次下鄉幫扶共建活動，走訪慰問資助對象，積極開展助學活動方案。我們大力推動產業幫扶、基礎設施建設、弱勢群體人員關愛等幫扶活動，並將溫暖傳遞到融水山區，為山區兒童送上愛心物資。年內，本集團於三防鎮本洞村組織「傳統文化傳承」活動，並向13名學生代表發放助學款與助學禮包。此外，我們亦參與多項共建活動，包括考察維修服務站、調研羅漢果基地、援建本洞村下仕道屯候車亭等。

在這期間，我們亦深化推進「公司+合作社+農戶」產業模式，持續推動「苗村信」與「苗之春」等品牌打造，精準施策推動特色產業蓬勃發展。二零二一年，集團五個定點幫扶村現有產業共22項，包括350畝獼猴桃、600畝高山藍莓、200畝百香果等，總產值人民幣12,000,000元，且帶動約1,962人就業，村內全體經濟收入達人民幣680,000元。同時，本集團援建的江門村農產品加工廠年產值達人民幣2,000,000元，帶動周邊養殖產業的發展，推動鄉村產業發展的振興。另外，本集團亦通過農產品展銷、直播帶貨、進駐電商平台等管道，盡力幫助銷售農產品及採購幫扶村農副產品，總額達人民幣13,000,000元。



## COMMUNITY INVOLVEMENT

### 社區參與

Besides, the Group promotes integrity and attaches great importance to employees' discipline. Funds for rural vitalisation are dedicated for specific purposes. The progress and details of the use of fund for projects of targeted villages have to be reported to the Group's commission for discipline inspection on odd-numbered months. During the Year, the Group also launched monthly warning education through typical cases related to corruption and integrity in poverty alleviation work to caution employees against breaching the laws. We maintained good communication with voluntary inspectors of targeted villages through telephone and return visits and conduct on-site inspection and supervision when necessary. To encourage the village secretaries on enhancing rural alleviation projects, we followed up the work and issues of every targeted village continuously and proposed related improvement measures.

During the Year, the Group received several honours for the dedication to rural vitalisation. In particular, we were commended by the People's Government of Liuzhou City for the contribution on poverty alleviation in Jiangmen Village. These commendations became the motivation for us to keep vitalising rural areas.

此外，本集團提倡廉潔作風，重視員工紀律。鄉村振興定點幫扶工作相關資金設有專款專用，並需要逢單數月向本集團紀委報告定點幫扶村專案的進展和資金使用情況。本年度，本集團亦開展警示教育，每月通過脫貧攻堅領域相關腐敗及作風問題的典型案例，警示員工不要以身試法。我們通過電話和回訪的方式與定點幫扶村義務監督員保持良好的溝通，並於需要時進行實地監督檢查。為督促駐村第一書記完善鄉村振興項目，我們持續跟進各定點幫扶村的工作問題，並提出相應改進措施。

本年度，本集團對鄉村振興作出重大貢獻，因而獲得不少榮譽，包括定點幫扶村江門村的「全區脫貧攻堅先進集體」及「柳州市脫貧攻堅先進集體」等榮譽，為持續奮鬥鄉村振興事業鼓足了幹勁。



# COMMUNITY INVOLVEMENT

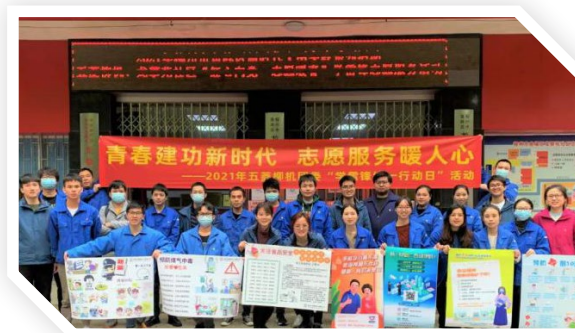
## 社區參與

### Connecting with the Community

Connecting with young people is one of our core initiatives for community care, which allows us to inspire them to unearth their full potential. The Group has gathered young volunteers in cooperation with various youth organisations, hospitals and schools in the PRC to carry out a range of charitable activities. The Group have co-organised the Wuling young volunteer activities with the “Wuling community” under the theme “Learn from the Spirit of Lei Feng and Demonstrate Your Passion for Charity” for eight consecutive years. The Wuling young volunteers, youngsters in the community and volunteers from Wuling Hospital jointly carry out charity services, such as providing public services, promoting the idea of environmental friendliness and voluntary medical treatments for the residents in the community. In addition, we also continued to participate in blood donation activities to contribute to the community.

### 接觸社區

與青年接觸是我們關愛社區的重點項目之一，並藉此激勵青年充分發揮潛能。本集團組織青年志願者，與中國各大青年組織、醫院和學校等聯合開展多項公益服務活動。本集團連續八年與「五菱社區」聯合開展「學雷鋒精神，吹公益暖風」五菱青年志願者活動。由五菱青年志願者、社區青年和五菱醫院志願者共同為社區居民提供公共服務、宣傳環保及義務診療等多項公益服務。此外，我們亦繼續參與獻血活動，為社區出一份力。



Learn from Lei Feng voluntary activity  
學雷鋒志願活動



Contact with the elderly  
接觸長者



Environmental protection activities  
環保活動

## COMMUNITY INVOLVEMENT

### 社區參與

#### CULTIVATING TALENTS

The Group is committed to promoting the prosperity of the motherland, and educating talents of the future society about new energy vehicle manufacturing. The Group, Liuzhou Vocational and Technical College (柳州職業技術學院) and Guangxi Vocational and Technical College of Communications (廣西交通職業技術學院) established the Intelligent Manufacturing Industry College and the Intelligent Automotive Industry College, respectively, and formulated professional talent training programs, developed curriculum systems and built skill master studios to solidly cultivate high-quality technical and skilled talents. After the operation of two industrial colleges more than one year, they have developed 3 enterprises vocational skills standards for new jobs and 20 skill training courses, jointly built 5 skill training bases, and jointly carried out 24 scientific research projects. They also organised students to participate in the factory training, and organised teachers to the Group to participate in the practice study for many times, so as to promote the training of applied technical and skilled talents in the new era.

#### 栽培社會人才

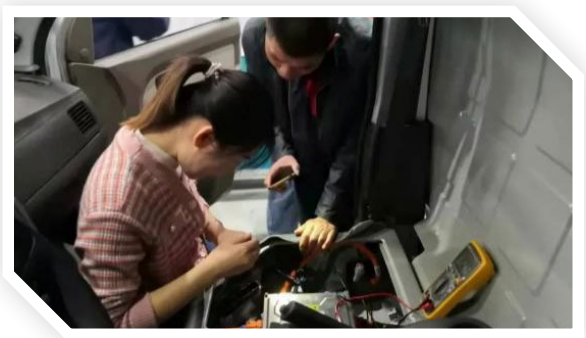
本集團致力助祖國繁榮昌盛，傳授新能源汽車製造知識給未來社會的人才。本集團與柳州職業技術學院、廣西交通職業技術學院分別成立智慧製造產業學院、智能汽車產業學院，並制定專業人才培養方案、搭建課程體系和建設技能大師工作室，紮實培養高素質技術技能型人才。兩個產業學院運行一年多來，開發了3個企業新工種職業技能標準、20門技能培訓課程，共建5個技能實訓基地，並聯合開展24項科研專案，並多次組織在校學生入廠實訓、校方教師到集團實踐學習，推動新時代應用型技術技能人才培养。



## COMMUNITY INVOLVEMENT 社區參與

During the Year, the Group also participated in the training project of “2021 Teacher Quality Improvement Program of Vocational Schools in Guangxi — Teacher Enterprise Practice” (廣西2021年職業院校教師素質提高計畫 — 教師企業實踐) for the first time to provide professional knowledge of new energy vehicles, which was highly appraised and recognised by the experts of the Department of Education, trainees and the schools.

本年度，本集團亦首次參與「廣西2021年職業院校教師素質提高計畫 — 教師企業實踐」培訓項目，提供新能源汽車專業知識，得到了區教育廳專家及參訓學員、報送學校的高度評價及認可。



### NURTURING THE NEXT GENERATION

#### Caring for Children

During the Year, we personally made 227 egg-yolk puffs together with other condolences for children of Baiyun Kou Primary School in Baizhao Village, Baiyun County, which was the targeted poverty alleviation village. In addition, we also prepared three unique art classes for children, which were about calligraphy, bookmark making and the Pollock art installation creation, to bring new learning experience to children in the targeted poverty alleviation village.

### 培育下一代

#### 兒童關懷

本年度，我們親手為定點幫扶村，白雲鄉白照村白雲口小學的小朋友做了227個蛋黃酥，連同其他的慰問品全部送給他們。此外，我們亦為孩子們準備了三堂與眾不同的藝術課，分別關於書法、書簽製作及波洛克藝術裝置創作的課堂，為定點幫扶村的孩子，帶來新的學習體驗。



Children of Baiyun Kou Primary School in Baizhao Village, Baiyun County  
白雲鄉白照村白雲口小學的小朋友

Female worker members delivered gifts to children  
女工委員搬運給孩子們慰問品

## COMMUNITY INVOLVEMENT

### 社區參與



Pollock art installation creation  
創作波洛克藝術裝置



Co-creation by students  
同學們共同創作

### Student Internships

The Group strongly believes in the significance of nurturing the younger generation. As such, we have developed an internship programme which aims at equipping young adults with the skills and knowledge that are required in the workplace. Another goal of the student internship is to locate outstanding, talented students to join our full-time team. Each year, we recruit high calibre students from colleges, technical schools and universities in the PRC to participate in our internship programme. We have developed a systemic procedure to select candidates as interns, and suitable candidates are selected according to the Group's management policy for interns. The chosen interns are placed in various departments within the Group according to their strengths as well as their area of interests.

During the Year, we have signed a cooperation arrangement with 12 post-secondary institutions to offer a total of 30 training courses, covering the professions in equipment maintenance, robots, welding, digital control, moulding and electric. Through establishing the school-enterprise cooperation mode of "Utilising Quality Resources, Creating a Platform of Nurture, Building Featured Brands", we proactively explore in the work of modern apprenticeship, new apprenticeship, construction of training base, mutual recruitment of teachers, as well as work-study alternation training. The cooperation allows us to offer a total of 18 business courses to complete the construction of training base for welding, robots, vehicles, after-sales, precise production and business culture, and these courses help cultivate the skills of the professionals and production staff that are needed for business development. We also have an in-depth cooperation with institutions in arranging students for internships in the enterprises, and students graduated with outstanding results will be provided with employment opportunities and be invited to work for the Group on a full-time basis.

### 學生實習

本集團堅信培育年輕一代的重要性。因此，我們已制訂實習計劃，旨在為年輕人裝備職場所需技能及知識，以及發掘優秀及有才能的學生加入我們的全職團隊。每年，我們招收來自中國各大學院、技工學校及大學的高素質學生參與實習計劃。我們已就挑選實習生制訂系統化程式，並採用本集團實習生管理辦法選出合適的實習生。視乎個人專長及興趣領域，獲選實習生將分配至本集團內不同部門。

本年度，我們與12所大中專院校簽訂校企合作協議，簽訂設備維修、機器人、焊接、數控、模具、電氣等專業共30個訂單培訓班，建立「發揮優勢資源、共建育人平台、打造特色品牌」的校企合作模式，積極探索現代學徒制、新型學徒制、實訓基地共建、導師互聘、工學交替等工作。我們在校企聯合開發共18門企業課程，與學校共同完成焊接、機器人、整車、售後、精益生產、企業文化等實訓基地共建，培養符合企業發展所需要的專業人員及生產人員。我們亦與各院校深入合作，有計劃組織安排學生到企業進行頂崗實習，為學成畢業並表現出色之學員提供工作機會，並邀請他們加入本集團擔任全職員工。

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### 有關《環境、社會及管治報告指引》內容索引

ESG Indicators ESG 指標	Descriptions 概述	Sections 章節
<b>Environmental</b> 環境		
<b>Aspect A1: Emissions</b> 層面 A1：排放物	<b>General Disclosure</b> 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. <b>一般披露</b> 有關廢氣及溫室氣體排放、向水及土地的排污、有害及無害廢棄物的產生等的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。	Environmental Protection > Emissions and Wastes Management > Emission of Exhaust Gas > Emission of Wastewater > Management of Wastes > Greenhouse Gas Emissions 環境保護 > 排放物及廢棄物管理 > 廢氣排放 > 廢水排放 > 廢棄物管理 > 溫室氣體排放
<b>Aspect A2: Use of Resources</b> 層面 A2：資源使用	<b>General Disclosure</b> Policies on the efficient use of resources, including energy, water and other raw materials. <b>一般披露</b> 有效使用資源(包括能源、水及其他原材料)的政策。	Environmental Protection > Use of Resources > Energy Management > Water Resources Management > Materials Usage 環境保護 > 資源運用 > 能源管理 > 水資源管理 > 物料使用
<b>Aspect A3: The Environment and Natural Resources</b> 層面 A3：環境及天然資源	<b>General Disclosure</b> Policies on minimising the issuer's significant impact on the environment and natural resources. <b>一般披露</b> 減低發行人對環境及天然資源造成重大影響的政策。	Environmental Protection > Emissions and Wastes Management > Greenhouse Gas Emission 環境保護 > 排放物及廢物管理 > 溫室氣體排放

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<b>Aspect A4: Climate Change</b> 層面 A4：氣候變化	<b>General Disclosure</b> Policies on identification and mitigation of significant climate-related issues which have impacted, and those may impact, the issuer, and the actions taken to manage them. <b>一般披露</b> 識別及應對已經及可能會對發行人產生影響的重大氣候相關事宜的政策。	Environmental Protection > Dealing with Climate Change 環境保護 > 應對氣候變化
<b>Social</b> 社會		
<b>Employment and Labour Practices</b> 僱傭及勞工常規		
<b>Aspect B1: Employment</b> 層面 B1：僱傭	<b>General Disclosure</b> Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare. <b>一般披露</b> 有關薪酬及解僱、招聘及晉升、工作時數、假期、平等機會、多元化、反歧視以及其他待遇及福利的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。	Harmonious Working Environment > Employees' Rights and Interests > Hiring New Employees > Employee Benefits > Caring for our Employees 和諧工作環境 > 員工權益 > 招攬員工 > 員工福利 > 關愛員工

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<p><b>Aspect B2: Health and Safety</b> 層面 B2：健康與安全</p>	<p><b>General Disclosure</b> Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational hazards. <b>一般披露</b> 有關提供安全工作環境及保障僱員避免職業性危害的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。</p>	<p>Harmonious Working Environment ➢ Health and Safety 和諧工作環境 ➢ 健康與安全</p>
<p><b>Aspect B3: Development and Training</b> 層面 B3：發展及培訓</p>	<p><b>General Disclosure</b> Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities. <b>一般披露</b> 有關提升僱員履行工作職責的知識及技能的政策。描述培訓活動。</p>	<p>Harmonious Working Environment ➢ Employee Development and Training 和諧工作環境 ➢ 員工發展與培訓</p>
<p><b>Aspect B4: Labour Standards</b> 層面 B4：勞工準則</p>	<p><b>General Disclosure</b> Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forced labour. <b>一般披露</b> 有關防止童工或強制勞工的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。</p>	<p>Harmonious Working Environment ➢ Employees' Rights and Interests     ➢ Hiring New Employees 和諧工作環境 ➢ 員工權益     ➢ 招攬員工</p>



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<b>Operating Practices</b> 營運慣例		
<b>Aspect B5: Supply Chain Management</b> 層面 B5：供應鏈管理	<b>General Disclosure</b> Policies on managing environmental and social risks of the supply chain. <b>一般披露</b> 管理供應鏈的環境及社會風險政策。	Operating Practices ➢ Supply Chain Management 營運常規 ➢ 供應鏈管理
<b>Aspect B6: Product Responsibility</b> <b>General Disclosure</b> 層面 B6：產品責任	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress. <b>一般披露</b> 有關所提供產品和服務的健康與安全、廣告、標籤及私隱事宜以及補救方法的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。	Operating Practices ➢ Product Responsibility ➢ Product Quality ➢ Serious Attention to Customer Feedback ➢ Clients' Rights and Interests ➢ Protection of Intellectual Property 營運常規 ➢ 產品責任 ➢ 產品質量 ➢ 重視客戶意見 ➢ 客戶權益 ➢ 保障知識產權
<b>Aspect B7: Anti-corruption</b> 層面 B7：反貪污	<b>General Disclosure</b> Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to prevention of bribery, extortion, fraud and money laundering. <b>一般披露</b> 有關防止賄賂、勒索、欺詐及洗黑錢的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。	Operating Practices ➢ Anti-Corruption 營運常規 ➢ 反貪腐

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<b>Community</b> 社區		
<b>Aspect B8: Community Investment</b> 層面 B8：社區投資	<b>General Disclosure</b> 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.  <b>一般披露</b> 有關以社區參與來瞭解營運所在社區需要和確保其業務活動會考慮社區利益的政策。	Community Involvement > Community Investment > Rural Vitalisation > Cultivating Talents > Nurturing the Next Generation > Caring for Children > Student Internships  社區參與 > 社區投資 > 鄉村振興 > 栽培社會人才 > 培育下一代 > 兒童關懷 > 學生實習



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